

SUSTAINABILITY REPORT 2025



GRAYMONT



REPORT SCOPE

The **2025 Sustainability Report** summarizes the sustainability performance of Graymont Limited and its subsidiaries (“Graymont”). Featured on the cover are Graymont employees engaged in day-to-day operations, safety initiatives, and community events. We invite readers to learn more about how our people contribute to the communities where we operate in the **‘Workforce Culture’** and **‘Community Relations’** sections of this report.

The Company’s global lime and limestone operations account for the majority of its economic, environmental, and social impacts. Accordingly, data and information presented in the **‘Environment and Climate Change’** section relate primarily to lime operations. Comparative data and information in the **‘Workforce Culture’** and **‘Community Relations’** sections represent all company-wide operations.

Unless otherwise noted, discussion, data, and information contained in this report relate to the **2025 calendar year**. Where applicable, comparative data is also provided for **2021 through 2024**, reflecting our rolling five-year reporting parameters. References to **2004 and 2020** are included, as these years serve as established baselines for specific key performance indicators.

Graymont holds an equity interest in **Grupo Calidra**; however, this report does not include data or information related to Calidra.

The **2026 Sustainability Report** is scheduled for publication in April 2027.

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About Graymont

Graymont is the reliable global leader for essential calcium-based solutions. Headquartered in Canada, it serves markets throughout North America and Asia Pacific. Graymont also holds an equity interest in Grupo Calidra, the largest lime producer in Latin America. Professionally managed and family-owned, the Company has been in operation for more than 75 years. Graymont aims to be the preferred supplier, employer, and partner of choice wherever it operates. Our products are essential in addressing many of today's most pressing environmental issues while supporting vital industrial processes and agricultural needs. Applications include the purification of air and water and the production of materials essential to a modern economy, including steel, gold, copper and other critical minerals, paper, and glass.

WHAT WE VALUE

Our success requires both individual effort and teamwork in accordance with our shared Graymont values.

- **Integrity**
We always do the right thing.
- **Respect**
We respect:
 - the right of every individual to a safe workplace;
 - the cultures, customs, and values of all people;
 - the sustainability objectives of society; and
 - our shareholders' capital.
- **Teamwork**
Effective teams can better solve complex problems.
- **Innovation**
There is always a better way to do things.
- **Excellence**
Whatever we do, we strive to do it well.
- **Long-Term Perspective**
We take a long-term perspective around decisions.
- **Accountability**
We honour our commitments.

GRAYMONT'S MISSION

Deliver essential calcium-based solutions to meet the world's changing needs.

OUR VISION

World Class in Everything We Do

- **Safety**
We operate safe, clean, and orderly facilities where everyone shares a strong commitment to an injury-free workplace.
- **Customers**
We are committed to exceeding our customers' needs by reliably delivering quality products and services.
- **Communities**
We proactively develop and maintain relationships of mutual support with our neighbours and others for the long-term success of Graymont and our communities.
- **Environment**
We are dedicated to improving our environmental performance.
- **Value Creation**
We continuously optimize our processes and activities to deliver increased value to all stakeholders.
- **People**
We have developed a talented team of engaged and empowered individuals, collaborating to deliver world-class performance.



What We Do

Calcium is an essential mineral — and the common denominator of Graymont’s entire product offering, from limestone and lime to more complex solutions using high-purity lime and precise blends of calcium compounds.

Lime, Graymont’s core product, is a versatile substance that has long been indispensable for vital industrial processes and applications. More recently, lime has become an essential solution for addressing many complex environmental issues and challenges, both naturally occurring and caused by human activity.

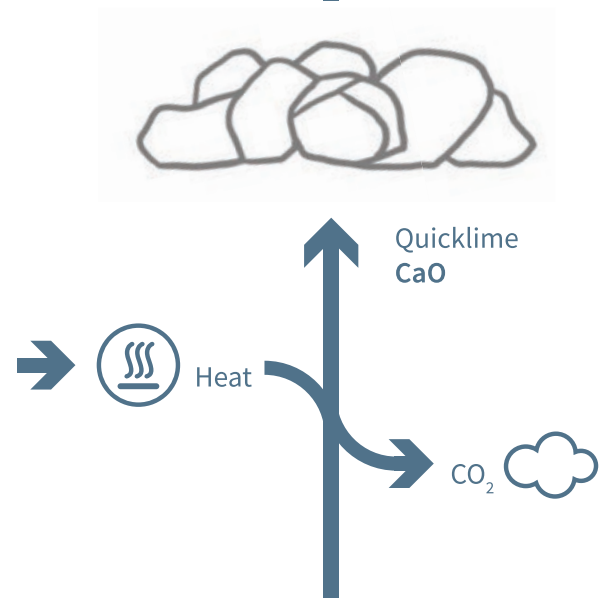
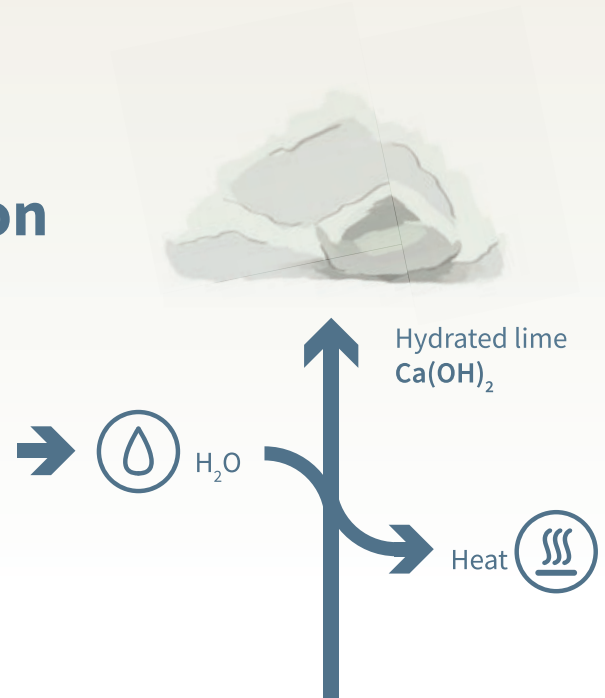
The word “lime” refers to products derived from burnt (calcined) limestone. Limestone is a naturally occurring and abundant sedimentary rock composed of high levels of calcium and/or magnesium carbonate and/or dolomite (calcium and magnesium carbonate), along with small amounts of other minerals. It is extracted from quarries and underground mines worldwide. Once extracted, the stone goes through a crushing and screening process to create the proper sizes of products required for various applications. The stone is then fed into a kiln, heated at extremely high temperatures, typically around 900°C (1650°F). The intense heat triggers a chemical reaction that transforms limestone into lime. At this stage, lime is called quicklime. Water can then be added to produce hydrated lime.

Graymont is committed to developing innovative, engineered calcium-based solutions to support our customers in decarbonizing their supply chains. In 2025, we began full-scale production of GRAYBOND™, a customizable, calcium-based binder that can effectively replace a portion of traditional cement, reducing the associated CO₂ emissions. This lower-carbon product offers customers improved supply chain reliability while reducing the carbon footprint of various applications.

TYPICAL LIME AND LIMESTONE PRODUCT APPLICATIONS

- **Environment**
acid rain reduction, environmental rehabilitation, water and sewage treatment, animal waste treatment, flue gas treatment, industrial sludge and petroleum waste treatment, acidic drainage treatment
- **Agriculture**
soil pH, soil conditions improvement, dairy and poultry feeding supplements
- **Food production and conservation**
sugar, dairy, glue and gelatin, baking industry
- **Building construction**
mortar, plastering, restoration, whitewash, soil stabilization, asphalt treatment
- **Mining**
including copper, zinc, nickel, lithium, gold, uranium, soda ash
- **Industry**
steel, alumina, glass, pulp and paper and oil and gas production

Lime Production Process



A Word from the CEO

The year 2025 marked continued momentum across Graymont's global operations. We expanded our presence in Asia Pacific, brought GRAYBOND™ from development to commercial production, and advanced our commitment to operational excellence — all while staying true to our vision of being world-class in everything we do.

Across the globe, we made strategic investments to strengthen our operations and expand our reach. In September, we completed the acquisition of Compact Energy in Banting, Malaysia — a facility with state-of-the-art vertical kilns strategically located near Port Klang. This acquisition adds 390,000 tonnes of annual quicklime capacity and 70,000 tonnes of hydrated lime capacity, bringing our total Malaysian production to more than 610,000 tonnes of quicklime and 245,000 tonnes of hydrated lime. The facility employs more than 50 people from the local region and is well positioned to supply both domestic and export markets. Since first entering Malaysia in 2019, we have continued to invest in our operations and expand our network in the country.

Continuing our Asia Pacific expansion, we proceeded with the Gippsland Upgrade Project in Australia which will increase Graymont lime production capacity at our Traralgon Plant in Victoria, Australia. We also completed construction of a purpose-built Logistics Terminal in Laverton, Melbourne. Together, these investments strengthen our ability to reliably supply essential calcium-based materials in Australia across construction, mining, agriculture, and environmental protection applications.

In April 2025, our first GRAYBOND™ production facility began operations at our Superior Plant in Wisconsin, US, marking five years from customer inquiry to commercial production. GRAYBOND™, a low carbon cementitious solution (LCCS), delivering up to 55% CO₂ emissions reductions compared to traditional cement while maintaining strength for mine backfilling, soil stabilization, and concrete applications. We will continue expanding production capacity and market reach across North America and other markets. In addition, we are advancing plans to convert an idled facility in Ebensburg, Pennsylvania, US, into a GRAYBOND™ production site, strategically positioned to serve the Mid-Atlantic and Northeast markets while utilizing existing infrastructure and creating operational synergies with our Pleasant Gap Plant.

In August 2025, we signed a master framework agreement with Fortera to produce ReAct™ low-carbon cement using our existing lime operations. Building on this momentum, in early 2026

Graymont joined a select consortium of lime industry leaders and climate technology investors to support Litherm Technologies GmbH, a German company developing fully electric calcination technology that enables CO₂-emission-free production of lime and cement. This investment reflects our commitment to exploring technologies that could fundamentally change how lime is produced.

Supporting these investments, we launched our modernized global website in 2025, completing the comprehensive branding initiative from 2024. The new graymont.com better showcases our sustainability commitments including the Graymont Carbon Reduction Fund (GCRF) and community initiatives, while providing enhanced access to technical resources and product information. This digital platform serves customers and stakeholders globally with improved functionality and user experience.

Our commitment to innovation extends to the communities where we live and work. The GCRF, now in its fourth year, continued empowering communities near our operations to develop grassroots decarbonization initiatives. In 2025, the GCRF supported multiple environmental restoration and renewable energy projects globally. Since inception in 2022, the Fund has provided opportunities to generate lasting environmental benefits while strengthening relationships with our neighbours. I invite you to read more about the community-led GCRF projects in the Community Relations section of this report.

In 2025, Bedford Heritage Park received international recognition for transforming decades of limestone byproduct into a thriving and valued community asset. The project earned the Popular Choice Award in the Sustainable Landscape category at the global Architizer A+Awards, Gold certification at the Grands Prix du Design for environmental signage design, and finalist recognition in the 2025 Canadian Brownie Awards for brownfield regeneration. These honours validate the 13 years of collaboration between Graymont, three municipalities, and local citizens that created a 17-hectare park demonstrating how our operations can create lasting community value while supporting ecological renewal.

Strengthening how we work together remains central to our long-term success. To foster continuous improvement across all operational facilities, we are embedding our Involving in our People structure within the new Graymont Operational Excellence System (GOES). GOES represents a comprehensive approach that integrates strategic planning, annual goals, key

initiatives, and improvements into daily operations management activities. This system positions us to sustain robust operational standards as we continue to grow. I invite you to read more about the GOES implementation in the Workforce Culture section of this report.

At Graymont, we value inclusion and difference in thought as essential to our performance and innovation. In response to employee engagement survey feedback, our Strategic Leadership Team (SLT) prioritized development of an Inclusion Plan — a practical roadmap to build inclusive behaviours and strengthen teamwork across our business. This year we developed an Inclusion Toolkit with resources focused on trust, belonging, and connection, and launched a global well-being program centred on the message “You Matter” to support employee health and wellness across all regions. You can learn more about our efforts around inclusion and employee health and wellness initiatives in the Workforce Culture section.

While our reportable incident rate increased from last year, our severity rate reached its lowest level since 2022 — reflecting fewer lost and restricted workdays and our proactive approach to reducing workplace risks. Leading indicators demonstrate strong engagement across all facilities.

Our environmental performance showed similar progress, reaching a significant milestone in 2025 — ending the year with the fewest environmental incidents since we began reporting in the current format eleven years ago. This achievement reflects our continued focus on operational controls and proactive environmental management across all facilities.

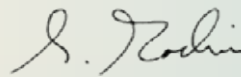
Following a strategic review of our operations in the Philippines, we have made the difficult decision to close our Rio Tuba Plant following the shutdown of the main customer in 2028. Our Rio Tuba Plant has been dedicated to supplying this customer since inception, and no sustainable path forward has been identified with its closure. Our focus is now on supporting our colleagues in the Philippines with care, respect, and transparency. We remain committed to regular communication and individual support for those affected during this transition period, while continuing to be a safe and reliable supplier to our customer until their closure.

From advancing transformational modernization and bringing GRAYBOND™ to commercial production, to expanding our manufacturing footprint in Malaysia, Australia, and North America, to earning international recognition for Bedford Heritage Park, 2025 demonstrated our unwavering commitment to delivering essential calcium-based solutions while advancing innovation and operational excellence.

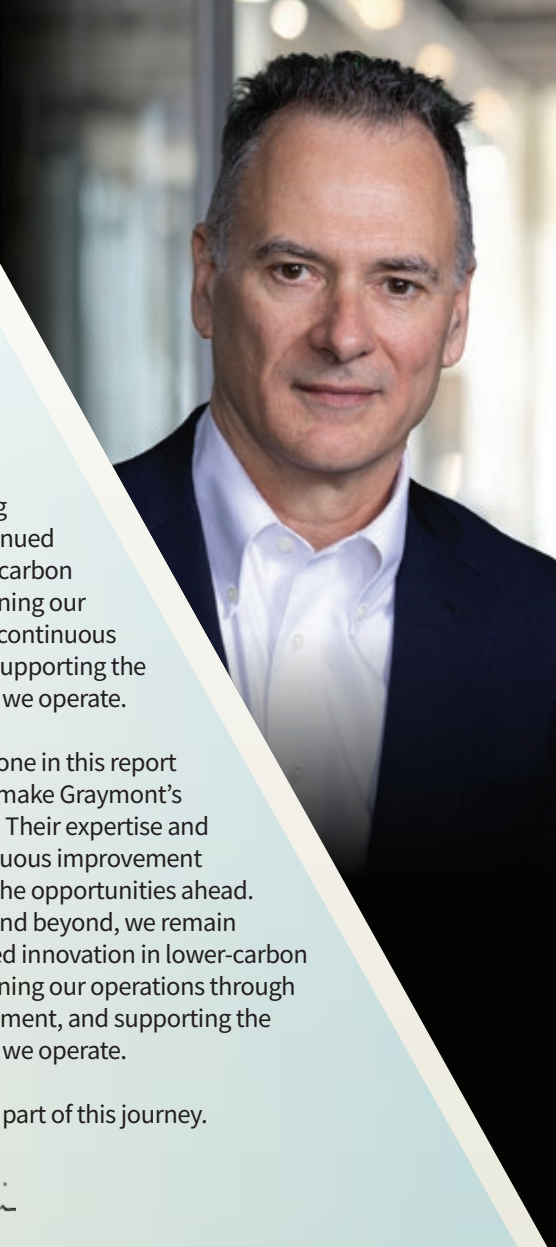
As we look to 2026 and beyond, we remain focused on meeting the world’s changing needs through continued innovation in lower-carbon solutions, strengthening our operations through continuous improvement, and supporting the communities where we operate.

Behind every milestone in this report are the people who make Graymont’s operations possible. Their expertise and dedication to continuous improvement position us well for the opportunities ahead. As we look to 2026 and beyond, we remain focused on continued innovation in lower-carbon solutions, strengthening our operations through continuous improvement, and supporting the communities where we operate.

Thank you for being part of this journey.



Stéphane Godin
President and Chief Executive Officer



Corporate Governance and Accountability

Central to Graymont’s corporate philosophy is a long-term approach to business, built on a solid commitment to sustainable growth and strict adherence to responsible environmental, workplace and operating practices. This philosophy is evident in actions taken at every level of the company, from the Board of Directors and the SLT to senior managers, managers, supervisors and front-line employees throughout the organization.

Board Oversight

The fundamental objective of Graymont’s Board of Directors is to create shareholder value. To that end, the Board recognizes that, in addition to delivering sustained financial performance, the Company must maintain a high level of health and safety, environmental, social and community engagement performance. In accordance with that underlying objective, and in keeping with the Board’s governance responsibilities, six permanent Board Committees oversee specific aspects of the business considered crucial to Graymont’s long-term viability. They include the Environment, Health, Safety and Community Engagement Committee (EHSCE); the Employee Retirement and Health Benefits Committee; the Talent and Compensation Committee; the Resources and Reserves Committee; the Audit and Finance Committee and the Legal and Risk Management Committee. The EHSCE Committee, whose function is most relevant to this report, exercises due diligence by closely monitoring performance in those four key areas and reporting back to the full Board on its activities and observations.

Strategic Leadership Team

The Board, in turn, holds management – in particular the SLT – accountable for the responsible day-to-day conduct of the business. Led by the President and Chief Executive Officer (CEO), the SLT also includes the Vice President and Chief Financial Officer; the Presidents of North America and Asia Pacific; the Vice President General Counsel and Corporate Secretary; the Vice President and Chief Information Officer; Vice President and Chief People Officer; as well as the Vice Presidents for: Corporate Affairs, Environment and Sustainability; Corporate Development; and Technical Services. The responsibilities of the SLT also extend to the development and implementation of a broad strategy that reflects Graymont’s world-class vision. The strategy aims to drive continuous improvement in six vital areas:

SAFETY
CUSTOMERS
COMMUNITIES
ENVIRONMENT
VALUE CREATION
PEOPLE

A Responsibility Shared by All

In summary, from an organizational perspective, accountability for sustainable development rests with focused management and leadership at the local, regional and corporate levels while encompassing our One Graymont culture. Graymont utilizes an annual performance review process that is integrated at all levels of management, to ensure goals are set in accordance with corporate strategy and that we move forward and drive continuous improvement. However, the Company's strong commitment to corporate social responsibility transcends divisional, departmental and hierarchical boundaries. There is a fundamental expectation within Graymont that all employees share the responsibility for developing and maintaining a sustainable organization.



CODE OF BUSINESS CONDUCT AND ETHICS

Graymont's commitment to operating with integrity and according to the highest ethical standards is an integral part of the foundation on which we are building a world-class organization. Our Code of Business Conduct and Ethics sets out the principles and behaviours that all Graymont employees, officers, and directors must follow to uphold Graymont's commitment to operate according to high ethical standards and with integrity. In addition, Graymont maintains an Ethics Reporting System, managed by an independent third-party provider, which allows employees to report alleged violations of the Code on an anonymous and confidential basis. Graymont's Code of Business Conduct and Ethics is available on our website: <https://www.graymont.com/transparency-reports/code-of-business-conduct-and-ethics/>

ABORIGINAL, FIRST NATIONS AND INDIGENOUS PEOPLES POLICY

Graymont recognizes that collaboration with First Nations, Aboriginal and Indigenous communities is essential for the realization of our mission and world-class vision. We strive to build and maintain effective long-term relationships based on trust and respect that are mutually beneficial. Our Aboriginal, First Nations and Indigenous Peoples Policy sets out the guiding principles of this commitment and outlines focus areas for mutual value-creation opportunities.

Graymont's Aboriginal, First Nations and Indigenous Peoples Policy is available on our website: <https://www.graymont.com/community/#indigenous-people-community>





Workforce Culture

COMMITTED TO OUR PEOPLE

At Graymont, workforce culture is central to our success, and we continue to invest in strengthening it. This section highlights the programs and initiatives that support our people by fostering safety, growth, inclusion, and well-being across our global team.

Safety remains a priority. Through ongoing initiatives like the Safety Challenge, efforts to advance our safety culture globally, and the “Be Safe... Play it Smart” campaign, we reinforce our commitment to protecting employees both on and off the job. In 2025, we expanded the use of a digital hazard reporting platform across North America and continued safety conformance audits in both regions.

We also made significant investments in leadership and learning. The One Graymont Leader Program launched this year, equipping leaders across the organization with the skills to engage their teams and drive results. New training modules address inclusion, mental health, compliance, and operational topics — ensuring employees have the knowledge and support they need to succeed.

Employee well-being took a meaningful step forward with the You Matter initiative, which establishes a coordinated, organization-wide approach to mental health. The program focuses on reducing stigma, normalizing mental health conversations, and embedding psychological safety into workplace culture. Complementing this, the Employee Assistance Program continues to offer confidential support for personal and work-related challenges.



SAFETY CULTURE ASSESSMENTS DRIVE REGIONAL PROGRESS

In 2025, Graymont continued building on the baseline safety culture assessments conducted in 2023, with each site advancing targeted objectives based on those findings.

North American initiatives aligned with the Company's broader operational excellence efforts, with a focus on strengthening hazard recognition, improving investigation practices, and establishing consistent processes across sites. The digital hazard reporting platform piloted at our **Pleasant Gap Plant** in 2024 expanded across North America this year, improving hazard identification and increasing employee engagement. These efforts were supported by ongoing programs including the annual Safety Challenge, enhanced contractor oversight, and weekly cross-functional sharing of safety learnings across regions.

Safety culture work also continued across Asia Pacific in 2025. A new platform was selected to deliver the Foundational Safety Project, which will improve safety training delivery and competency verification. A project team will roll out the platform and updated management system in 2026. All Asia Pacific sites implemented at least one priority action identified in the safety culture survey. Sites focused on improving contractor management systems, while many also completed housekeeping improvements such as clearing storage areas and reorganizing parts for safer access. Across the geography, there was an emphasis on increasing leading indicators — particularly the number and quality of safety interactions to reinforce expectations, including the safe integration of Graymont's newest plant at Banting, Malaysia.

EXPANSION OF MALAYSIAN OPERATIONS

In September 2025, Graymont acquired a lime processing facility in Banting, in the Malaysian state of Selangor. The facility features modern, fuel-efficient vertical lime kilns along with lime hydration and ancillary equipment, and is well positioned to serve both domestic and export markets.

From the outset, Graymont prioritized safe operations at the site. All employees and contractors received a comprehensive safety briefing, and employees were provided with new personal protective equipment (PPE). Key initiatives include the rollout of Graymont's Health, Safety, and Environment (HSE) Management System and associated training, installation of new machine guarding and welding equipment, structural repairs and temporary fencing, implementation of a new contractor management system, and regular safety walks by site leaders.

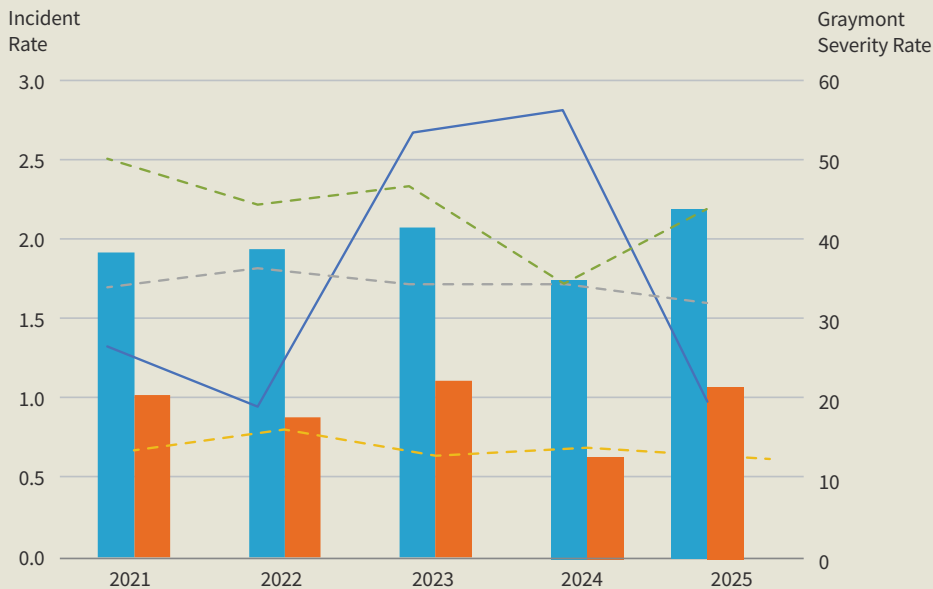




2025 SAFETY PERFORMANCE

The Graymont Severity Rate (GSR) decreased from 57.14 in 2024 to 19.97 in 2025. While the Graymont Reportable Incident Rate (GRIR) increased from 1.74 to 2.22 and the Graymont Lost-Time Incident Rate (GLTIR) rose from 0.60 to 1.11, the substantial reduction in severity suggests that although more incidents were reported, the overall impact of these incidents is lessening.

GRAYMONT SAFETY PERFORMANCE



* M/NM - Metal / Nonmetal

NEAR MISSES AND GOOD CATCHES

At Graymont, strengthening our safety culture remains a core priority, and encouraging employees to report near misses and good catches is essential to that effort. A good catch occurs when a potential hazard is identified and resolved before it can cause harm, while a near miss is an incident that could have led to injury but did not. These reports — whether related to workplace conditions or employee behaviours—enable us to identify emerging risks and address them proactively. By learning from these events, we strengthen our prevention efforts and reduce the likelihood of injuries.

In 2025, the number of reported near misses and good catches increased by approximately 15% compared with the previous year, reflecting improved engagement and vigilance across our operations. This sustained focus on proactive reporting reflects Graymont’s commitment to a culture where safety is a shared responsibility. We will continue to support our teams with the tools, training, and initiatives needed to strengthen hazard awareness and prevention.

NEAR MISSES AND GOOD CATCHES

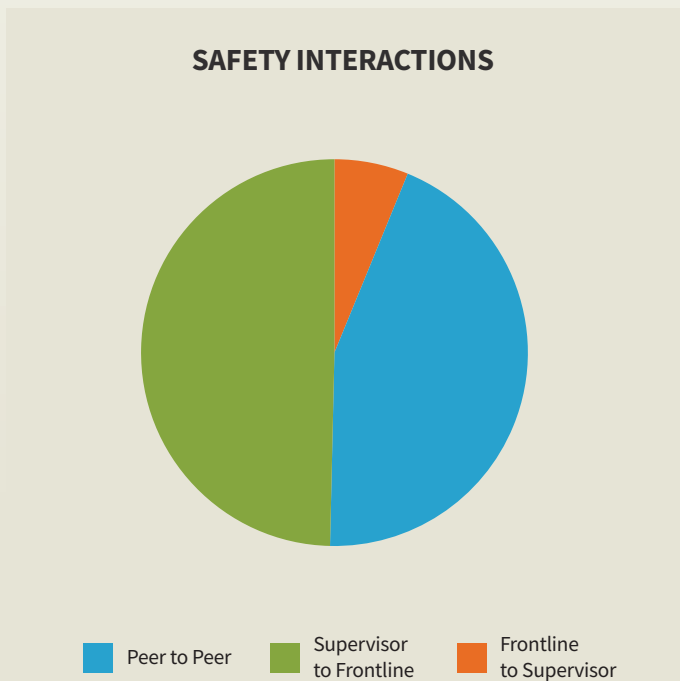


TRACKING SAFETY INTERACTIONS

Graymont’s commitment to a strong safety culture is reflected in the growth of safety interactions tracked across the organization. In 2025, employees recorded 14,631 safety interactions, a 43% increase over the 2024 total of 10,226. Since the introduction of the formalized tracking system in 2021, consistent year-over-year growth highlights a proactive shift in how employees approach safety.

Safety interactions are candid conversations about health and safety behaviours, including both positive reinforcement and opportunities for improvement. These interactions, whether peer-to-peer, supervisor-to-frontline, or frontline-to-supervisor, are logged into the Tracking Safety Interactions (TSI) database. The system encourages open dialogue, promotes better safety practices, and supports corrective actions when needed.

These interactions are also mapped to a Safety Culture Maturity Model, providing insight into how the organization identifies, communicates, and mitigates risks. By monitoring trends and patterns, the model helps Graymont assess its evolving safety culture and anticipate potential challenges.



The increase in safety interactions in 2025 reflects employees’ commitment to integrating safety into everyday work. Each interaction represents a moment when someone paused to observe, discuss, or reinforce safe behaviour. Graymont continues to use the TSI system not only as a performance metric but as a tool to strengthen trust, accountability, and shared ownership of safety across the organization.

BE SAFE... PLAY IT SMART

Graymont continues to take an inclusive approach to safety, one that builds a culture grounded in teamwork, personal responsibility, and everyday awareness. The long-standing “Be Safe... Play it Smart” poster campaign remains a familiar and effective way of reinforcing these messages, both at work and at home.

In 2025, the campaign continued with a refreshed visual look, ensuring the posters stay engaging while the core safety message remains consistent. The materials build on positive employee feedback and help keep safety top of mind across our global workforce.



HEALTH & SAFETY AUDITS

Graymont's safety audit program is designed to establish, implement, and maintain a uniform process for evaluating safety conformance at plants throughout our growing network. The audits are also an essential tool for gathering meaningful employee feedback, helping the Company uphold its commitment to continuous improvement in safety and operational excellence.

In 2025, the Safety Conformance Audits were completed as scheduled, with 13 audits conducted across facilities in North America and Asia Pacific. This year, the audits were also launched in Southeast Asia, beginning with our Kampar Plant. A high level of conformance was observed during the initial audits in the Asia Pacific region.



SPEAKING UP: THE 2025 SAFETY CHALLENGE

The Graymont Safety Challenge takes an innovative approach to safety training. This peer-led competition combines collaborative goal setting with team-based events, helping employees complete essential training while building camaraderie across facilities. The format is designed to keep safety knowledge active and counter complacency.

During the week of May 5, 2025, Graymont held its annual Safety Challenge at each facility. Teams of employees, board members, and the Strategic Leadership Team competed in events designed to test their knowledge of Graymont Safety Standards.

This year's theme, "Speak Up for Safety," reinforced the importance of raising concerns when observing unsafe behaviours or conditions.

The 2025 challenge continued the global competition format introduced in 2024. Each local team was also assigned to one of four global teams, earning points based on their ranking in local events. After a week of competition, the Kangaroos claimed victory for the second consecutive year.





EMPLOYEE ENGAGEMENT AND RETENTION

As the Company continues to expand its global presence, we strive to foster a unified “One Graymont” culture that inspires employees throughout the organization. With locations across North America and Asia Pacific, we encourage our team members to take ownership of their responsibilities and actively contribute to Graymont’s dynamic evolution as an industry leader. We recognize that the long-term success of our business depends on effectively engaging and mobilizing the remarkable men and women who implement our growth strategy. It is essential to ensure that everyone, regardless of their specific roles or location, acts in the best interests of the entire organization rather than favouring any individual facility, region, or function.

We believe that success is not only about what you do, but also how you do it. We take great pride in contributing to the collective good and knowing that we have made a difference. It’s about living Graymont’s shared values of integrity, respect, teamwork, innovation, excellence, long-term perspective, and accountability. Treating all employees equitably and inclusively, regardless of their backgrounds, is crucial for achieving our mission and is simply the right thing to do.

Our people-centred approach and commitment to making Graymont an employer of choice is evident in our loyal and engaged workforce, which numbered 1,754 full-time permanent employees at the end of 2025. The voluntary turnover rate, including retirements, decreased to 7.1%. Additionally, no workdays were lost to strikes or work stoppages.





ADVANCING INCLUSION AND DIVERSITY OF THOUGHT AT GRAYMONT IN 2025

In 2025, Graymont strengthened its commitment to inclusion and diversity of thought across its global operations. Guided by a structured, multi-faceted Inclusion Plan, the Company focused on building organizational capability for inclusive leadership and behaviours.

A key step was revising and socializing Graymont's Inclusion value proposition, which articulates the value of diversity of thought for performance, innovation, and resilience at the individual, team, and organizational level. This work engaged leaders across the business through Chief Executive Officer and President Town Halls, Senior Management Team sessions, and Employee Resource Group (ERG) forums, ensuring shared direction and unified commitment.

Progress was also made in empowering ERGs. A governance model was endorsed, establishing roles, responsibilities, and operating structures to support grassroots engagement. Work began on building training, communication, and incentive mechanisms to strengthen participation and ensure ERGs reflect the diversity within Graymont's workforce.

To build inclusion readiness, Graymont prepared and launched a comprehensive training program to advance consistent language and behaviours across the organization. Grounded in social science and psychological safety, the program focuses on inclusive behaviours of trust, belonging, and connection. The initiative aims to equip employees at all levels to embed an inclusive mindset into daily work and decision-making.

Continued progress was made in understanding employees' lived experiences. Annual employee engagement survey reviews were completed, with inclusion-specific discovery sessions conducted to inform targeted initiatives and ensure all voices contribute to Graymont's culture.

Communication efforts were also elevated. Graymont activated a series of initiatives including leadership events and an "I Am Graymont" storytelling campaign, showcasing the different identities and experiences within the Company. A new intranet page was launched to enhance visibility, accessibility, and two-way communication on inclusion topics. The Company also initiated reviews of key HR and business processes, including the launch of a significant HR technology enhancement project. This will enable improved workforce analytics and reporting to support fair processes and informed decision-making.

With foundational work completed and momentum growing, Graymont enters the next phase focused on activating the training developed, expanding ERG impact, and continuing to improve analytics and reporting across all levels of the organization. These efforts demonstrate Graymont's ongoing commitment to fostering an inclusive workplace where different perspectives are valued, and all employees can contribute and thrive.



YOU MATTER

In 2025, Graymont developed the You Matter initiative to establish a more coordinated, organization-wide approach to mental health and well-being. Building on prior efforts around employee well-being, the initiative clarifies Graymont's role as an employer and sets a practical direction that reflects both workforce needs and cultural differences across regions. You Matter focuses on reducing stigma, normalizing mental health conversations, and reinforcing psychological safety as part of overall workplace safety.

Through this work, the You Matter committee aligned on a mental health approach that is guided globally and executed locally. The approach blends prevention, early intervention, and responsive support. It emphasizes access to mental health resources, practical tools, and training to help employees and leaders recognize concerns, encourage early conversations, and connect individuals to appropriate support. This positions You Matter as an ongoing framework that supports employee well-being over time rather than a one-time awareness campaign.

The You Matter awareness plan outlines how this framework is implemented through visible messaging, skill-building, manager support, and cultural integration across salaried, hourly, on-site, and remote employees. Activities emphasize accessible communication, everyday conversations, and embedding mental health awareness into existing business processes such as safety shares, onboarding, and leadership development. Together, these efforts reflect Graymont's commitment to fostering a psychologically safe work environment where employees feel supported, valued, and encouraged to seek help early.





EMPLOYEE LISTENING PROGRAM

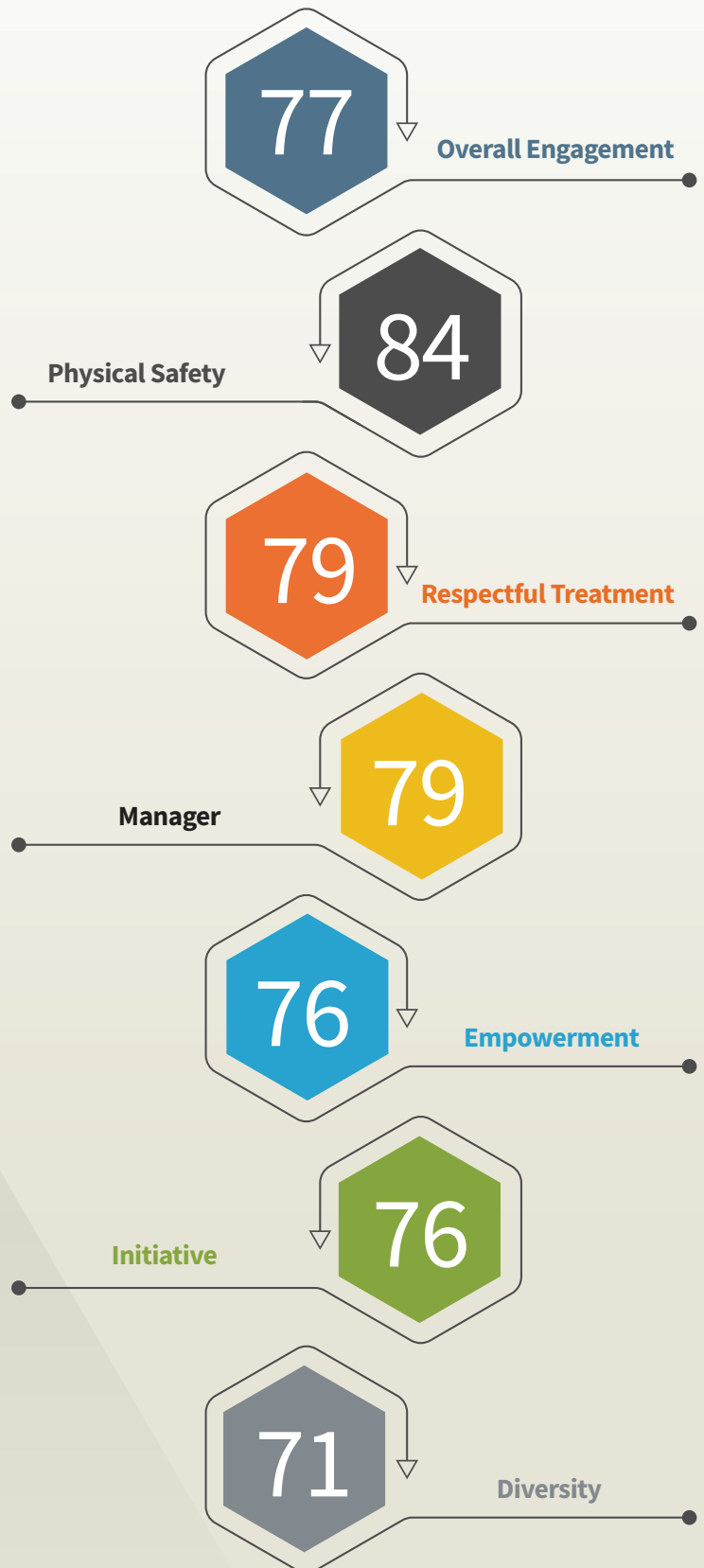
In 2025, Graymont conducted its fifth consecutive employee engagement survey, reinforcing its commitment to listening and continuous improvement. Participation in the survey reached an all-time high, with 83% of employees sharing their feedback. This marks a significant increase from last year's 75% and represents the highest level of participation since the program began. The 8-point jump in participation means the results reflect the perspectives of an even broader and more representative cross-section of the workforce, which further validates the engagement score and provides greater confidence in the insights drawn from the survey.

The overall engagement score remained steady at 77, keeping Graymont 3 points above the manufacturing benchmark and 2 points below the high-performance benchmark. Scores for most measured items were stable or improved, with no significant decrease in any category. Physical Safety continues to be a standout at 84. Despite a 2-point drop, Graymont's score is 2 points above the manufacturing benchmark with 4 out of 5 employees agreeing or strongly agreeing that Graymont is a safe place to work. Other areas of strength include Respectful Treatment at 79, Manager at 79, Empowerment at 76, and Initiative at 76, all matching or exceeding benchmark.

A score of 71 for Diversity Commitment represented an increase of 1 point and is 2 points above the manufacturing benchmark. However, participants who identify as a member of an equity-seeking group (Female, Caregiver, Visible Minority, Disability and Indigenous), reported lower engagement scores this year compared to last year. Analysis of employee comments points to the fact that while there is a general appreciation for Graymont's commitment to diversity, there is a sense that employees don't understand the value of this initiative or that they are unaware of the Company's progress in this area.

Graymont's leaders and employees remain dedicated to listening, learning, and continuous improvement. Sustained high scores across engagement, safety, and respect demonstrate the company's ongoing commitment to creating a positive and supportive work environment. The results for equity seeking groups will inform future efforts to ensure all employees are informed and feel equally engaged and included.

KEY SURVEY SCORES



LEARNING AND DEVELOPMENT

Graymont continues to view Learning and Development as essential to building a resilient, high-performing organization and supporting our long-term sustainability goals. In 2025, we launched the One Graymont Leader Program, a cornerstone initiative designed to strengthen leadership capability across the company. This seven-month blended learning journey combines in-person labs with practical application, equipping leaders to engage their teams and drive results. The program's impact is already evident, with nearly 50 participants completing the pilot and another 75 leaders scheduled for 2026, reinforcing our commitment to developing strong, change-ready leadership.

We also advanced our focus on inclusion and well-being, recognizing that a culture where employees feel valued and supported is critical to organizational health. Four new Inclusion modules covering topics such as inclusion, trust, belonging, and connection were introduced to help teams build stronger relationships and leverage differences in thought as a competitive advantage. Mental health resources were expanded through the launch of a new “You Matter” intranet hub, including live webinars on suicide awareness and safeguarding mental health, which were also made available on demand, ensuring employees have access to support whenever they need it (with over 450 attendees at the live sessions).

We supported global and regional collaboration by delivering targeted workshops at key conferences and meetings, including sessions on mental health, improving communication, change management, and process mapping. These engagements strengthened alignment and enhanced team effectiveness across Sales, Operations, Technical Services, Engineering, Logistics and Customer Service groups.

Finally, we enhanced our compliance and technical training portfolio. New eLearning modules addressed critical topics such as Cybersecurity, Confidentiality and Data Privacy, Modern Slavery Awareness and Prevention, Crisis Management, Responsible Use of AI at Graymont, Fraud Awareness and Prevention, and Overall Equipment Effectiveness, while continuing to provide a foundational understanding of Graymont’s operations, culture, and key compliance expectations for our employees.

Through these initiatives, Graymont continues to invest in its people, building leadership capability, fostering inclusion, and promoting well-being while driving operational excellence and risk management. These efforts not only strengthen our workforce today but also ensure we remain sustainable and competitive for the future.

GRAYMONT OPERATIONAL EXCELLENCE SYSTEM (GOES)

In 2025, Graymont successfully completed the development phase of the Graymont Operational Excellence System (GOES) by implementing a Daily Management System (DMS) at our Pilot Peak Plant.

The GOES DMS integrates strategic planning, annual goals, key initiatives, and improvements into daily operations. It establishes management routines that help teams focus on objectives, detect gaps and abnormal situations early, address issues at the appropriate level of the organization, escalate when needed, and resolve problems permanently.

Plant management at Pilot Peak observed positive impacts across several areas with frontline employees, including communication, accountability, employee engagement and development, teamwork and collaboration, efficiency, and data-driven decision-making. To extend these benefits to other sites, Root Cause Analysis (RCA) problem-solving training was delivered to North American plant personnel, with over 70 employees completing the training between June and October. An internal team of GOES specialists has been created and will continue to grow in 2026 as the DMS is deployed at four additional plants including Bedford, Marbleton, Cricket Mountain, and Port Inland.



SUPPORT FOR EDUCATIONAL PURSUITS

Graymont provides support for employees who wish to advance their formal education. Full-time employees who pursue approved post-secondary academic or vocational training related to their current role or future career path within the Company can have their tuition fully or partially reimbursed.

Graymont also supports post-secondary education for the children of employees through the Philip D. Graham Memorial Scholarship, named after a former Chair and Chief Executive Officer. Each year, the program provides up to four scholarships—two in North America and two in Asia Pacific. Children of full-time employees pursuing a university or college degree or vocational training may apply, and each scholarship is renewable for up to three years.



WELLNESS PROGRAM ENCOURAGES HEALTHY HABITS

Graymont's Global Wellness Program is designed to help employees and their families make small, everyday changes to their well-being, focused on the areas they want to improve most. Through daily engagement, employees build healthy habits, connect with coworkers, and work toward personal health goals. The program encourages participants to create personal challenges, increase activity, and track progress by earning points, gaining levels, and unlocking rewards.

This program complements Graymont's broader commitment to employee well-being, including initiatives like You Matter and the Employee Assistance Program.

CHALLENGES ABOUND

In addition to activities offered through the Global Wellness Program, Graymont employees can participate in twice-yearly destination challenges. These step-based exercises allow participants to virtually travel across an interactive map, competing individually or as a team to unlock destinations. Along the way, employees learn interesting facts about each location. The first team or individual to reach the destination is declared the winner and earns bragging rights.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Graymont's people-centred approach is also reflected in the Employee Assistance Program (EAP). This voluntary, confidential, work-based benefit offers employees and their families free support for personal or work-related challenges. The program addresses a wide range of concerns, including mental health, substance abuse, family and relationship issues, financial stress, and legal matters. Services include counselling, transition of care, access to resources, and self-help tools. Support is available in person, by telephone, online, or through the app.



Environment and Climate Change

Graymont is continually advancing efforts to control emissions and improve environmental performance. In 2025, emissions of carbon dioxide, as well as both sulphur oxides (SO_x) and nitrogen oxides (NO_x) decreased in volume. Total energy consumption also declined, though energy intensity increased slightly due to changes in product mix and kiln utilization.

Environmental incidents decreased by 26% year-over-year, with significant reductions in exceedances, deviations, and community complaints. These improvements reflect the effectiveness of our ongoing monitoring, mitigation strategies, and operational improvements.

Graymont remains focused on long-term sustainability, proactively innovating and collaborating with industry partners to address climate change challenges. By investing in cleaner technologies and optimizing our processes, we continue to advance toward a lower-carbon future.

SYSTEMS-BASED APPROACH

Graymont demonstrates a strong commitment to environmental stewardship through its robust Health, Safety, and Environmental Management System (HSEMS). This system serves as the backbone for the Company's initiatives aimed at minimizing environmental impacts and promoting sustainable operations. Acknowledging the variability in environmental risks, Graymont prioritizes the management of critical risks through a collaborative approach involving all functions and levels within the organization, as well as its business partners.

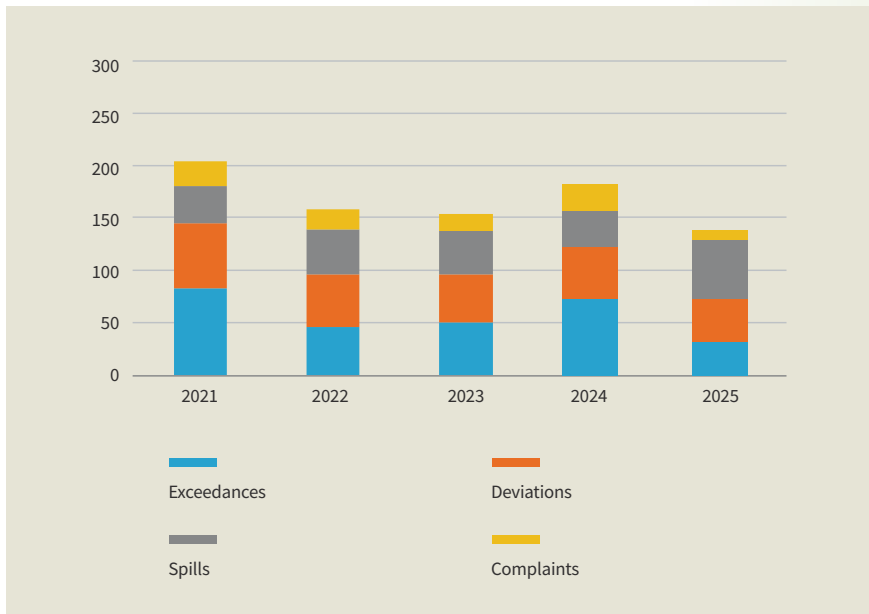
This collective effort is fundamental in recognizing and realizing Graymont's vision of a sustainable future. The Company is dedicated to meeting and exceeding regulatory and permit obligations. To ensure alignment with environmental goals, Graymont employs a well-structured audit program that includes both compliance and conformance audits. Qualified third-party auditors conduct environmental compliance audits while Graymont-trained internal auditors complete conformance audits, each on a three-year cycle. These audit findings are meticulously tracked electronically, with outstanding issues shared monthly across the Company, ensuring transparency and accountability throughout the organization.

With Environmental Standards now implemented across all global operations — including facilities in Australia, Malaysia, and the Philippines — Graymont continues to enhance its environmental practices and promote a culture of accountability and continuous improvement worldwide.

Graymont's multi-faceted approach to environmental stewardship demonstrates how integrated systems, audits, and leadership development can succeed in creating a culture of continuous improvement and accountability. Going forward, the Company is confident that its unrelenting focus on audits and assessments will contribute to further environmental sustainability advancements. Graymont remains committed to minimizing environmental incidents through proactive monitoring, operational improvements, and corrective actions. Our facilities operate under rigorous environmental standards established by Graymont to meet or exceed regulatory requirements. We continuously track and evaluate emissions to ensure compliance and drive ongoing progress.

ENVIRONMENTAL PERFORMANCE AND INCIDENT REPORTING

In 2025, total environmental incidents decreased by 26% year-over-year (from 186 to 137 incidents). Breakdown of Environmental Performance Metrics: Exceedances (emissions exceeding permit limits or internal standards) decreased by 64%, from 75 to 27. Deviations, defined as a failure to meet a requirement other than an emission, decreased by 12%, from 51 to 46. Complaints received through regulatory agencies or directly from communities decreased from 26 to 8. Spills of petroleum or hazardous substances occurring above reportable levels increased from 34 to 60. This increase was observed at two sites that have heightened their focus on documenting spills as part of an effort to identify immediate and long-term corrective actions to reduce future occurrences. Graymont takes all environmental incidents seriously. Our focus remains on continuous improvement, enhanced monitoring, and proactive engagement with regulatory bodies and communities to ensure responsible operations and long-term environmental sustainability.

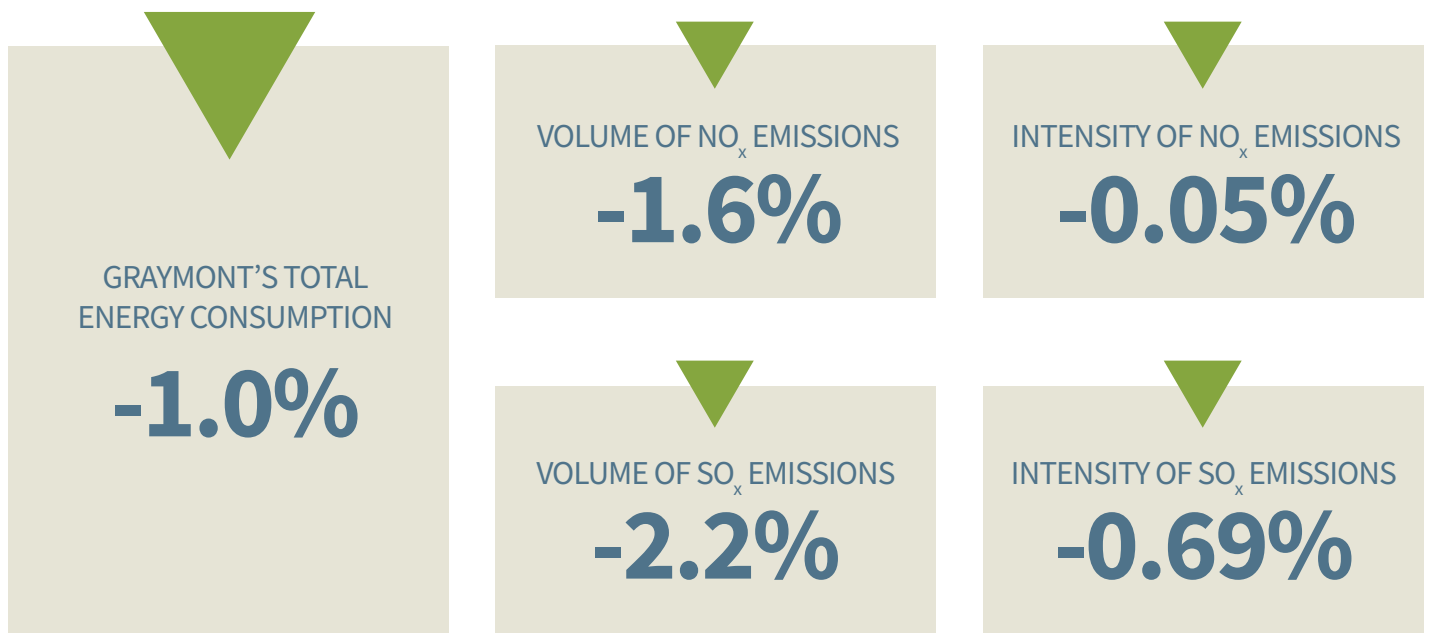




ENERGY CONSUMPTION AND AIR QUALITY

The calcination of limestone to produce quicklime is an energy-intensive process. Improved energy efficiency translates into reduced levels of air pollutants and greenhouse gas (GHG) emissions as well as lower costs. The approach we take to process control is integrated and multidisciplinary, encompassing Graymont's comprehensive suite of technical services, including Quality and Geology; Health, Safety and Environment; and, of course, our various operating units. These multidisciplinary teams look at ways to ensure our processes are as efficient as possible, to meet the quality requirements of our customers while respecting relevant environmental and emissions standards.

Graymont's total energy consumption decreased by 1% in 2025, compared to 2024. The Company's overall energy intensity — the amount of energy used to produce one tonne of lime — increased by 1%. This was the result of a change in ratio in the volume of product types being produced and the kilns utilized at the production locations. The volumes of NO_x (oxides of nitrogen) and SO_x (oxides of sulphur) emissions decreased in line with the reduced production, while intensities remained relatively consistent with minimal reductions.





2025 Emissions by the Numbers



* 2004 is the established baseline year for reporting.
 **2020 is the established baseline year for reporting.



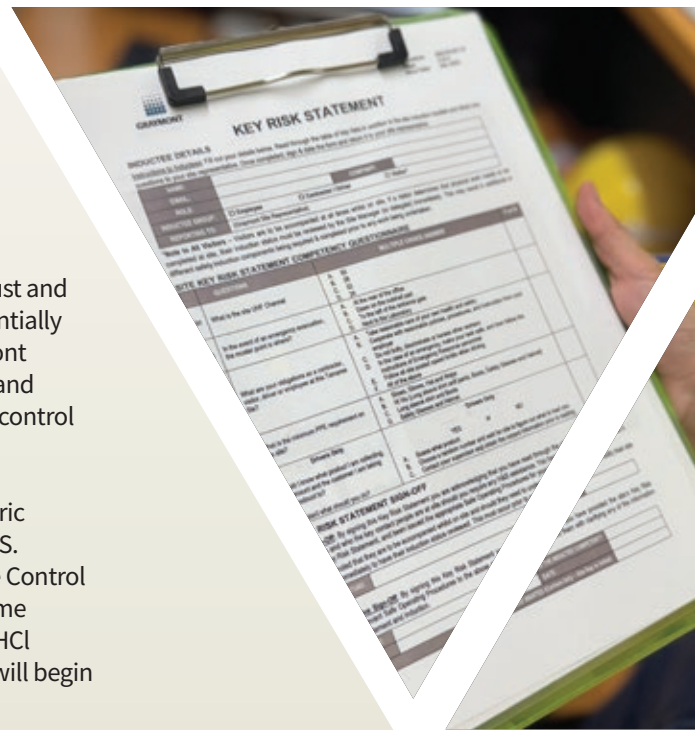
MONITORING AND CONTROL

The mining and processing of minerals, including limestone, can generate dust and other emissions which, left uncontrolled, risk becoming a nuisance and potentially having a negative impact on the environment. To reduce our impact, Graymont operates in accordance with all state, provincial, and federal emission limits and employs stringent company-wide environmental standards and practices to control emissions from its sites.

In 2025, Graymont began engineering and permitting work to add hydrochloric acid (HCl) monitoring and abatement systems at U.S. plants subject to the U.S. Environmental Protection Agency's (EPA) lime industry Maximum Achievable Control Technology (MACT) standard. The systems will use dry sorbent injection of lime hydrate into lime kiln exhaust streams to achieve the required reductions in HCl emissions. Installation and commissioning across Graymont's U.S. kiln fleet will begin in 2026.

Our Centralized Stack Testing Program, initially focused on North America, was expanded to the Asia Pacific region in 2025. This expansion reinforces Graymont's commitment to a consistent, standardized, and accountable approach to emissions monitoring across our global operations. In 2025, 24 stack tests were completed in North America and 11 in Asia Pacific. Since the launch of the program in Q4 2018, 250 stack emissions tests have been completed, with only one recorded failure. This strong performance reflects the effectiveness of our testing standards and the diligence of our operational teams.

Graymont's focus remains on continuous improvement, enhanced monitoring, and proactive engagement with regulatory bodies and communities to ensure responsible operations and long-term environmental sustainability.





RESPONDING TO THE CHALLENGE OF CLIMATE CHANGE

Climate change remains one of the most pressing environmental challenges of our time. While the lime industry plays a vital role in the global economy, producing quicklime through calcination, the heating of limestone, is an emissions-intensive process. This reality underscores the importance of decisive and sustained action. Graymont is committed to reducing its carbon footprint while ensuring lime remains an essential resource in a decarbonized world.

Lime is also part of the solution. It is used in the purification of drinking water, the treatment of wastewater, in agriculture, for scrubbing air emissions from incinerators, power plants, and industrial facilities, and in the manufacture of steel, paper, and glass. It also plays a growing role in the production of critical minerals and materials essential to a decarbonized economy. Under certain circumstances, lime re-carbonizes, reabsorbing carbon dioxide from the atmosphere, making it an active participant in the carbon cycle and not simply a source of emissions.

We recognize our responsibility to innovate, invest, and collaborate within our industry and beyond to address this challenge. Graymont continues to work on overcoming barriers beyond our immediate control, including limited infrastructure for carbon transportation and sequestration, evolving regulatory landscapes, and inconsistent carbon pricing across the jurisdictions where we operate. These challenges require coordinated efforts with governments, industry peers, and other stakeholders to ensure a fair and level playing field while advancing sustainable solutions.

Achieving meaningful emissions reductions will require a sustained, long-term effort. Graymont is committed to this journey, applying our expertise, resources, and partnerships to drive innovation and position lime as an essential foundation for a sustainable future. In early 2026, this commitment advanced further when Graymont joined a consortium of lime industry leaders and climate technology investors to support Litherm Technologies GmbH, a German company developing fully electric calcination technology that enables CO₂-emission-free production of lime. This investment reflects our commitment to supporting technologies that could fundamentally change how lime is produced.



EXSHAW MODERNIZATION

Graymont continues its strategic path for our **Exshaw Plant**, building on our feasibility studies, exploring ways to modernize the plant through technologies that reduce the carbon footprint while maintaining production capacity. The ultimate long-term goal is to achieve zero-carbon lime production through innovation.

Graymont also continues taking significant steps to support decarbonization efforts in the Bow Valley Corridor, located in Alberta, Canada.

The Company has been collaborating with industry partners to advance opportunities for carbon capture in the region. Graymont has forged partnerships across the entire CO₂ value chain, involving key stakeholders such as engineering and procurement contractors, pipeline transport providers, and companies specializing in CO₂ sequestration and utilization technologies. These partnerships are essential to realizing the full potential of carbon capture at Exshaw, reinforcing Graymont's commitment to reducing its carbon footprint and advancing sustainability in the region.

KEY METRICS INFORM DECISION-MAKING

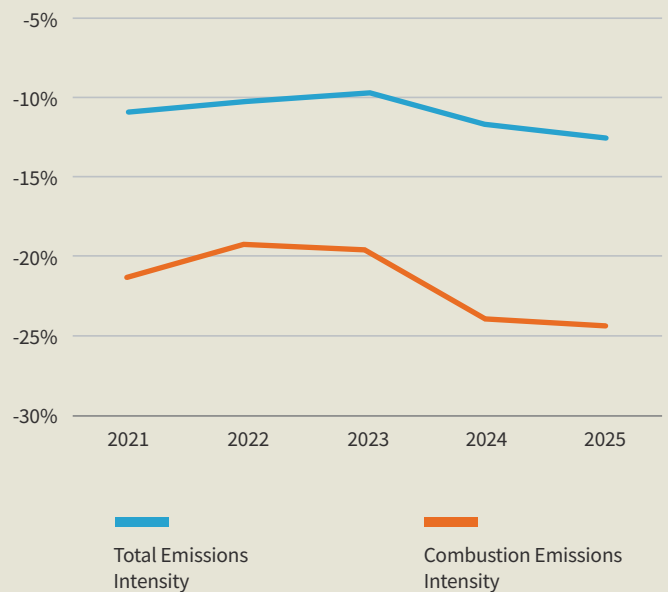
Graymont continues to report on two key metrics that were added in 2020 to improve decision-making. The Company's rolling five-year production forecast now includes a CO₂ component, which focuses on projecting the CO₂ emissions associated with business decisions over the next five years. Additionally, for the fifth consecutive year, we have included our Scope 2 greenhouse gas (GHG) emissions in this report. This Scope 2 metric reflects the emissions that result indirectly from Graymont's electricity consumption.

In 2025, Graymont facilities emitted 118 thousand tonnes of Scope 2 emissions in CO₂ equivalent, representing a 1% reduction from 2024 and a 10% reduction from 2020, the initial reporting year.

In 2025, our total Scope 1 GHG emissions decreased by close to 2.4%, compared to 2024, reflecting in part a 2% decrease in production. Graymont's overall emissions intensity — the volume of GHG emissions per tonne of lime produced (including process and combustion emissions) — decreased by 0.9% from 2024 levels due to the volume of product types being produced and production locations. Our combustion-only emissions intensity decreased by 0.7% from 2024 levels, close to 25% below our 2004 baseline intensity level.

Graymont takes an integrated approach to monitoring requirements concerning GHG emissions to ensure that the Company remains fully cognizant of any real or potential issues and has ample time to make any adjustments that might be necessary to ensure operational efficiency and full compliance with regulatory requirements and norms. We do our utmost to meet all requirements in the respective jurisdictions where we operate and are committed to further reducing our GHG emissions intensity.

% CHANGE COMPARED TO 2004 EMISSIONS INTENSITY







PARTNERING TO IMPROVE OUR WORLD

Graymont constantly strives to leverage the unique properties of our calcium-based products to help resolve and mitigate environmental challenges facing today's world. Progress in that regard could not be achieved without strong partnerships with other companies equally committed to addressing environmental concerns in their spheres of activity. During 2025, we continued collaborating with several partners to further advance environmental uses of lime in applications such as the scrubbers used to curb emissions like sulphur oxides (SO_x) from coal-fired generating plants.

2025 SO_x SCORECARD

GRAYMONT'S SO_x EMISSIONS

909

TONNES

SO_x EMISSIONS AVERTED
IN OTHER INDUSTRIES BY THE USE OF
GRAYMONT PRODUCTS

723,227

TONNES



WASTE REDUCTION

Graymont aims to fully use all the materials and resources touched by its operations — including the by-products generated in our processes. The goal is to reach the point where our operations essentially generate zero waste, and all materials are reused or recycled to make new products.

Over the past few years, Graymont has successfully pushed forward with an organization-wide initiative to reduce stockpiles of by-products traditionally associated with producing calcium-based solutions. Demand for these by-products tends to vary year by year, influenced by market conditions and product availability. By-product sales volumes were lower in 2025, with 341 thousand tonnes sold company-wide, representing a decrease of 20% compared to 2024. We remain firmly committed to finding new applications and opportunities for waste reduction.



Community Relations

BEDFORD HERITAGE PARK: FROM UNUSABLE STONE TO LASTING LEGACY

Being a good neighbour takes many forms — and sometimes the world takes notice.

In 2025, Bedford Heritage Park was recognized on the world stage by three organizations that evaluate excellence in architecture, design, and land regeneration. After being chosen as one of five finalists in the Sustainable Landscape/Planning Project category at the Architizer A+Awards, a global architecture program featuring public voting, Bedford Heritage Park received the worldwide Popular Choice Award. The Grands Prix du Design, an international competition now in its 18th year, awarded Gold certification for the park's wayfinding and environmental signage. And the Brownie Awards, Canada's 25-year program celebrating excellence in brownfield redevelopment, named Bedford a finalist for partnership and community engagement.

Each award validates a different facet of the achievement — architectural vision, design excellence, and community partnership. Together, they recognize a transformation 13 years in the making.

The story began with a practical challenge. Beneath the surface at our **Bedford Quarry** in Quebec's Eastern Townships, millions of tonnes of unusable stone sat between layers of quality limestone, an overburden that had to be removed for Bedford Plant operations to continue. Without a viable path forward, the plant's long-term future was at risk. Finding a productive use for that material required thinking beyond traditional solutions.

Working with three municipalities, local citizens, and environmental experts, employees at Bedford developed a master plan to put the stone to immediate use, reshaping it into three vegetated hills and transforming 17 hectares into a year-round regional park. As extraction continues, the park grows with it, turning an ongoing operational challenge into lasting environmental and community value.

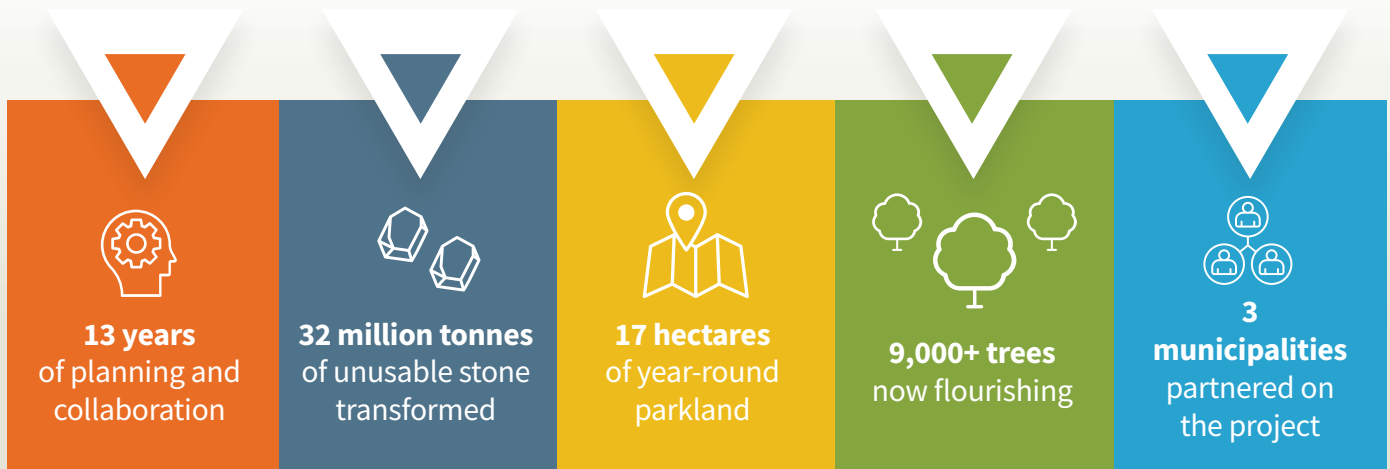
Today, the park offers trails that wind across sculpted summits rising 45 metres (148 feet), with panoramic views extending to the American mountain ranges. A pavilion crafted from white cedar and polished concrete welcomes visitors, while accessible splash pads, playgrounds, and a natural amphitheatre provide gathering spaces for families and community events. More than 9,000 trees now flourish across the terrain.

Environmental stewardship guided planning and design decisions. The project created new watercourses with fish weirs and riparian buffers, and a conservation easement with Nature Conservancy Canada offsets wetland loss. Energy-efficient lighting, natural runoff systems, and native plantings support the local ecosystem's recovery.

The park stands as a collaborative achievement between industry, employees, and local municipalities. The Graymont Project Team, local employees, and a Citizens Forum worked alongside municipal partners to transform the vision into reality. Their shared commitment to innovative approaches benefits the environment and those who live and work nearby.

Beyond environmental renewal, the park catalyzes economic regeneration by attracting residential development and strengthening the region's tourism potential. Funds from the project support local recreational facilities and ongoing maintenance — ensuring the benefits extend well beyond the park's boundaries.

Bedford Heritage Park confirms that long-term thinking can transform operational realities into legacy landscapes. Its recognition is one of several stories of excellence from across our global operations this year.



Aerial view of Bedford Heritage Park.
Credit: lemay

BEDFORD HERITAGE PARK: 2025 AWARDS

Architizer A+Awards

Popular Choice Award

Global architecture program with public voting from entries worldwide. The 13th Annual A+Awards celebrates buildings that balance innovation with craft.

Grands Prix du Design

Gold Certification — Environmental Design / Signage

International design competition now in its 18th year, honouring creators and companies who stand out through innovation, rigor, and excellence.

Canadian Brownie Awards

Finalist — Partnership and Community Engagement

Canada's 25-year program recognizing excellence in brownfield remediation and redevelopment. The 2025 program received its highest number of submissions to date.



Bedford Heritage Park offers year-round recreation, including playgrounds and accessible trails. Credit: lemay



RECOGNITION ACROSS OUR GLOBAL OPERATIONS

Across North America and Asia-Pacific, Graymont plants earned recognition from community organizations, government bodies, and industry groups for their contributions to community well-being, environmental stewardship, and workplace safety.

COMMUNITY ENGAGEMENT

Our **Port Inland Plant** in Michigan, United States, received the Habitat for Humanity Corporate Sponsor of the Year award — recognition for a decade of sustained commitment. What began as an annual build day has since inspired other local businesses to participate, growing into a community-wide build week.



Port Inland recognized with the Habitat for Humanity Corporate Sponsor of the Year award.



Employees from our Port Inland Plant supporting Habitat for Humanity.

ENVIRONMENTAL STEWARDSHIP

In the Philippines, our **Rio Tuba Plant** received multiple recognitions for environmental leadership, including a Certificate of Appreciation for participation in the International Coastal Cleanup 2025, a Certificate of Commendation from the Mines and Geosciences Bureau (MGB) MIMAROPA for advancing the advocacy for ending global plastic pollution during Philippine Environment Month, and a Plaque of Recognition for implementing the Continuous Ambient Air Quality Monitoring Station (CAAQMS) program — a joint initiative with the Department of Environment and Natural Resources.

In Malaysia, our **Tinjau Makmur Quarry** achieved a 3-star rating under the Sustainable Development Indicators for the mining and quarrying sector in Pahang, Malaysia. The certification reflects compliance with regulatory requirements, implementation of corporate social responsibility initiatives, and adherence to best practices in environmental stewardship and community engagement.

SAFETY EXCELLENCE

Several sites earned recognition for safety performance. Our **Indian Creek Plant** in Montana, United States, received a Certificate of Achievement in Safety for 2024 after recording zero reportable injuries across both the Quarry Group and Metal/Non-Metal Mill Group. Our **Havelock Plant** in New Brunswick, Canada, earned the East Region Award for Best Overall Injury Prevention Measures, based on strong good catch and safety interaction reporting. Also recognized at the Mining Forum in Puerto Princesa City, our **Rio Tuba Plant** was recognized for Best Safety Practice for its “Gemba” safety walkthrough program.

These recognitions reflect the daily commitment of employees across our operations and also align with the values Graymont celebrates through its own recognition program — the William C. Graham Awards.

Our Rio Tuba and Havelock Plants earned recognition for environmental stewardship, safety performance, and community contributions, including the CAAQMS air quality program, Best Overall Injury Prevention Measures, and Best Safety Practice at the Mining Forum.



Pleasant Gap Plant recognized
for safety leadership.



THE WILLIAM C. GRAHAM AWARDS RECOGNIZE THREE SITES

The William C. Graham Awards recognize exceptional performance in health and safety, environmental stewardship, and community engagement.

The awards are named after the late William C. (Bill) Graham, a distinguished international lawyer, academic, politician, and long-serving member of Graymont's Board of Directors. Bill was instrumental in establishing and shaping the Health, Safety, Environment & Community Engagement (EHSCE) Committee, and these awards honour his legacy of leadership. They represent Graymont's highest distinction in these three areas.

Now in their second year, the awards are presented annually during Graymont's signature Safety Challenge event. Recipients are selected through a rigorous process: the presidents of both North America and Asia-Pacific nominate facilities based on qualitative and quantitative criteria, recommendations are reviewed by the Strategic Leadership Team (SLT), and the Board provides final endorsement.

This year's recipients, honoured for their accomplishments during the 2024 calendar year, are:

- **Health and Safety Award:** Pleasant Gap, Pennsylvania, United States
- **Environmental Stewardship Award:** Tamaree, Queensland, Australia
- **Community Engagement Award:** Marbleton, Quebec, Canada

WILLIAM C. GRAHAM AWARD FOR HEALTH AND SAFETY

Winner: Pleasant Gap Plant, Pennsylvania, United States

The **Pleasant Gap Plant** demonstrated safety leadership by identifying and implementing a digital safety platform that has since been adopted across North America and will be rolled out to Asia-Pacific in 2026. Employees also created both Emergency Response Plan and guarding subcommittees, embedding safety into daily operations. Pleasant Gap's proactive approach exemplifies how innovation and sustained effort can elevate safety culture organization-wide.

WILLIAM C. GRAHAM AWARD FOR ENVIRONMENTAL STEWARDSHIP

Winner: Tamaree Plant, Queensland, Australia

The **Tamaree Plant** operates its kiln on 100% biomass fuel — a combination of macadamia nut shells and woodchips sourced regionally. This approach significantly reduces the facility's carbon footprint while supporting the local agricultural economy. Employees implemented a world-class dust mitigation plan and completed significant upgrades to fuel storage systems to prevent contamination. They also took ownership of site aesthetics, maintaining a facility that reflects pride in environmental responsibility.



Left: Macadamia nut shells, part of the 100% biomass fuel mix used at our Tamaree Plant.

Right: Tamaree Plant recognized for their commitment to environmental stewardship.

Marbleton Plant recognized for their community engagement.



WILLIAM C. GRAHAM AWARD FOR COMMUNITY ENGAGEMENT

Winner: Marbleton Plant, Quebec, Canada

The **Marbleton Plant** marked two centuries of lime production in 2024 with celebrations that drew the community together. A commemorative book produced in partnership with the Sherbrooke History Museum captured the plant's history, while an open house attracted nearly 600 visitors. The Lime Ridge Museum was refurbished and reopened to the public.

Looking ahead, the Harmony Project continues into its implementation phase. This collaboration with local stakeholders aims to ensure sustainable operations for the next 50 years, reinforcing Marbleton's commitment to the community that has supported it for generations.



Inauguration of new mountain bike trails at the Forêt habitée in Dudswell. The project was built in collaboration with local partners and reflects the type of long-term community engagement recognized by the 2025 William C. Graham Award for Community Engagement.



Plant infrastructure foundation installed at the Rexton site in 2025 which utilized GRAYBOND™, a low carbon cementitious solution produced by Graymont.

REXTON PROJECT

Project design, infrastructure assessment, resource evaluation, and permitting initiatives to facilitate the development of a new lime plant in Michigan's Upper Peninsula, known as the Rexton Project, continued throughout 2025 with additional site construction, construction planning, and regulatory permitting. Graymont continues to maintain some operations at its nearby Eastern and Borgstrom Road Quarries to support local market needs.

The Company also continued to honour commitments made to local stakeholders since the outset of the project. This included providing open public access to non-active areas of the project site to avoid impeding hunting, fishing, gathering, and other vital outdoor pursuits. Timber resource management activities were sustained across the project area through 2025, overseen by a professional forester to ensure such operations are conducted in accordance with good forestry practices. Moreover, upon completion of mining activities, the Company will reclaim the quarry areas using an environmental and community-sensitive approach that considers feedback from consultations with local tribes, community members, and other stakeholders.

Close consultation will remain key to provide reclamation pathways that reflect the shared values of the Upper Peninsula, supporting continued infrastructure improvements, community service enhancements, small business development, and other mutually beneficial endeavours.

The Company continues to finance an Economic and Community Development Fund administered at arm's length by Lake Superior State University. In 2025, awards were provided to townships, a school, emergency services, and nonprofit organizations, supporting infrastructure improvements, technology upgrades and enhanced emergency response capabilities.

MARBLETON HARMONY PROJECT

The Marbleton Harmony Project continues to exemplify Graymont's commitment to sustainable operations in Quebec's Eastern Townships. Over the span of two centuries, our Marbleton Plant has played a vital role in powering industrial activities and supporting the livelihoods of numerous families in the small yet vibrant community of Dudswell. In 2025, the project remained focused on land reclamation efforts to harmonize the site's activities with the natural beauty of the region. As part of the Harmony Project, significant funds have been set aside to help the municipality improve its community infrastructure.

This year, the community centre and other public buildings were renovated to provide quality services to the population. Graymont contributed to these renovations, reinforcing the enduring partnership between the Company and the Dudswell community.



*Proposed Giscome Project site —
central British Columbia, Canada.*



GISCOME

Graymont's proposed Giscome Project remains a viable option to supporting the critical mineral mines in British Columbia. Graymont continues evaluating the lime market and the capital costs, demonstrating a careful and strategic approach to maintaining the project's viability. In 2025, plans were developed to begin site preparation works, marking a practical step forward in advancing the project.

The project would help address British Columbia's current deficit in lime production capacity, which is currently filled by imports from the United States. However, project economics remain challenging due to high capital costs. Achieving a positive return on investment depends on increased lime demand, which is expected to grow alongside the development of new metal mines in the province.

Graymont is encouraged by the Province's Critical Minerals Strategy and its commitment to accelerate mine permitting. As these mining projects advance from concept to operation, they will help inform Graymont's decision on proceeding to full construction.

TRARALGON UPGRADE PROJECT

In 2025, Graymont moved forward with a major expansion of its operations in the Gippsland region of Victoria, Australia. The Traralgon Upgrade Project will increase production capacity at the Company's existing lime plant in Traralgon, Victoria, and expand operations at the associated limestone quarry in Buchan, Victoria. The upgraded facility is expected to be fully operational in early 2027.

The investment responds to growing demand for lime across southeastern Australia. Lime is a critical input for industries including construction, mining, and agriculture, and increased local production will provide customers with a more reliable supply of high-quality quicklime products. The project will also generate skilled jobs, contribute to regional economic growth, and strengthen long-term supply chain resilience.

Throughout the planning process, Graymont has worked closely with local residents, councils, regulatory authorities, and other stakeholders to ensure the project integrates well into the surrounding environment. Because the plant operates near residential areas, the Company has prioritized addressing community concerns about potential traffic, noise, aesthetics, and air quality. Graymont will continue this engagement as the project advances through implementation.

OPARURE EXPANSION

Graymont continues to work closely with local authorities and stakeholders, including Mana Whenua (the Indigenous people with customary interests in the land), to secure consent for expanding the Oparure Quarry on New Zealand's North Island. The proposed expansion will provide access to additional limestone deposits, extending the quarry's life by at least 50 years and strengthening New Zealand's capacity to locally produce essential calcium-based solutions.

A key milestone was achieved this year with the Department of Conservation approving Graymont's Wildlife Permit application, based on the Company's biodiversity protection plan. Graymont will continue engaging with stakeholders to refine the proposal and ensure it delivers cultural, environmental, and economic benefits to the local community and New Zealand's economy.

GRAYMONT CARBON REDUCTION FUND: LOCAL ACTION, LASTING IMPACT

The Graymont Carbon Reduction Fund (GCRF) empowers Graymont plants and employees to partner directly with local organizations, supporting decarbonization efforts in the communities where we operate. Now in its fourth year, the fund continues to grow globally, supporting initiatives from biodiversity restoration and renewable energy adoption to sustainable transportation and environmental education.



In 2025, five projects across Asia Pacific and five projects in North America were selected for funding. Meanwhile, 2024 North American recipients brought their initiatives to life, executing projects that have environmental benefits and strengthen local partnerships.

2024 RECIPIENTS DELIVER

Exshaw Community Association

Exshaw Plant, Alberta, CA

The Exshaw Community Association, run entirely by volunteers, operates a community hall, gym, skating rink, baseball diamond, and campground. With aging lighting systems driving up energy costs, the association secured GCRF funding to upgrade to high-efficiency LED fixtures — reducing energy use by more than 75 percent, lowering its carbon footprint.

The project delivers dual benefits: improved lighting for community spaces and cost savings that can be redirected to future local initiatives.

“We have had an LED lighting upgrade on our wish list as our system is old and failing, it’s expensive to operate and not energy efficient. We are fortunate to have Graymont in our neighbourhood and appreciate the support from the staff and management at Graymont.”

— WAYNE GAUDET, TREASURER, EXSHAW COMMUNITY ASSOCIATION



Left to right: Wayne Gaudet, Treasurer, Exshaw Community Association; John Thatcher, Plant Manager, Exshaw; and Amanda Kelly, Health, Safety and Environmental Specialist, Exshaw.

Bishop's University and Citizens Project

Marbleton Plant, Quebec, CA

Some of the world's finest vineyards grow on limestone soils. While vine-growing in Quebec is expanding, this soil type remains rare in the Eastern Townships. Graymont's vegetated limestone stockpiles at the Marbleton Plant offered a unique opportunity to test whether these slopes could support viticulture while also sequestering carbon.

In June 2025, the project took shape with the planting of 100 grape vines across multiple varieties on the hills of the Marbleton Plant. The hybrid vines — North American varieties resistant to cold — were procured from local producers and grown in greenhouses over winter, with grape production expected by year four. Survival rates will be assessed next spring, with an additional 100 vines from the strongest varieties planned for 2026 and mass plantings of more than 500 vines in 2027.

“Vineyards can bring sunshine to communities, embellishing the landscape and reuniting people around one of the best flavours nature can provide. Graymont funding support to revegetate limestone hills with a wide variety of grapes is an inspiring example of how a common long-term vision in agro-ecology can benefit the environment and local communities.”

— PATRICK BERGERON, PHD, PROFESSOR, BISHOP'S UNIVERSITY

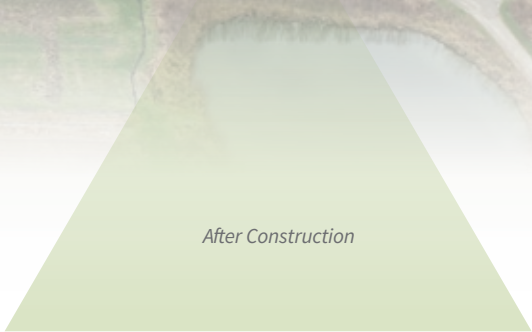
Hybrid grape vines from local producers, developed from cold-resistant North American cuttings and greenhouse-grown over winter, are planted in south-facing rows on Graymont's hills, overlooking Quebec's forests and Mont Mégantic as part of a long-term vineyard initiative.

Left to right: Patrick Bergeron, PhD, Professor, Bishop's University, Project Leader; and students Mackenzie Bell and Lukas Hochleitner planting one of 100 vines at the Marbleton Plant.



Left to right: Alexandre Renaud, Plant Manager, Marbleton Plant; Caroline Girard, Environmental Specialist, Marbleton Plant; and Patrick Bergeron, PhD, Professor, Bishop's University.





Mequon Nature Preserve

Eden Plant, Wisconsin, US

Mequon Nature Preserve is restoring a 5-acre wetland as part of its mission to return more than 500 acres of former agricultural land to its original state. Restoration began in 2021 with the removal of artificial drainage features and the planting of 3,000 wetland plugs.

With GCRF support, 150 third- and fourth-grade students from nearby Donges Bay Elementary School planted more than 2,500 native wetland plugs in June 2025. These plantings will increase oxygen release, strengthen a high-quality carbon sink, enhance stormwater filtration, and expand habitat for wildlife and pollinators.

“The funding we received was critical in establishing a native plant community in a newly restored wetland. The project was planted by a nearby school, which makes this a true investment in the community for all to share.”

— KRISTIN THIEL, EXECUTIVE DIRECTOR, MEQUON NATURE PRESERVE

Left to right: David Caves, Health, Safety, Environmental and Quality Control Supervisor, Eden; Cory Gritzmacher, Chief Operating Officer, Mequon Nature Preserve; Amy Neste, Plant Manager, Eden; and Kristin Thiel, Executive Director, Mequon Nature Preserve.

A Donges Bay Elementary student plants native wetland plugs at Mequon Nature Preserve as part of the Eden Plant restoration project.



E-bike provided through the Town of Canmore's incentive program, supported by the Graymont Carbon Reduction Fund.

Town of Canmore

Exshaw Plant, Alberta, CA

Now in its second year, the Town of Canmore's e-bike incentive program helps Affordable Services Program members access sustainable transportation. In 2025, GCRF co-funded the program alongside the Town's Sustainability Reserve, enabling 31 residents to purchase e-bikes through partnerships with five local bike shops.

Participants received discounts of up to 67 percent based on financial need, with the program fully subscribed by August — demonstrating strong demand for accessible, lower carbon mobility options.

"We're breaking down barriers to sustainable transportation by making e-bike ownership accessible to those who need it most. With Graymont's support, our pilot e-bike rebate program for Affordable Services Program participants will continue for two more years—helping residents with the greatest financial need while advancing Canmore's environmental goals."

— MAYOR SEAN KRAUSERT, TOWN OF CANMORE



Left to right: Sean Krausert, Mayor of Canmore; and John Thatcher, Plant Manager, Exshaw.

Townsend Tree Board

Indian Creek Plant, Montana, US

For the second consecutive year, the Townsend Tree Board received GCRF funding to continue its long-term carbon reduction and community-enrichment efforts in Townsend and throughout Broadwater County. With a history of planting more than 3,000 trees, the project engages local volunteers, students, and organizations.

With GCRF support, the Tree Board planted more than 100 trees in 2025, allowing the community-based effort to continue expanding despite limited municipal budgets.

"Without the Graymont CRF funds, the Tree Board would have had limited funds left over in its budget for purchasing trees in 2025. With the GCRF funding, trees can now be ordered for the 2025 tree-planting season."

— PATRICK PLANTENBERG, CHAIR, TOWNSEND TREE BOARD



Left to right: Alexandre Renaud, Eastern Township Operations Manager, Graymont; Jade Langevin, Administrator, École-o-village, with baby Marguerite Langevin; Caroline Girard, Environmental Specialist, Graymont; Lucie Grenon, President-Treasurer, École-o-village; and Geneviève Paquette, Secretary, École-o-village.



École-o-village

Bedford Plant, Quebec, CA

École-o-village empowers students and families across Brome-Missisquoi to create carbon sinks by planting willows, fruit trees, and vegetable gardens on school grounds. With GCRF support, participants explore circular-economy principles through hands-on learning and community collaboration.

The project is intentionally designed so students can participate in each stage — from planting and maintenance through to harvesting, processing, and distribution.



“This invaluable funding from Graymont’s GCRF Fund will allow students at all levels of elementary school as well as the community of three villages surrounding Frelighsburg to implement, via École-o-Village, utilitarian or edible facilities used as an outdoor learning space. By offering young people avenues for sustainable consumption choices resulting from production without a high carbon footprint, the Graymont contribution will help reduce the increasingly noticeable eco-anxiety of this generation. The elements of the “School-o-Carbo” project have been designed so that students can be part of each step of the process, from planting, maintenance and protection of crops, to harvesting, processing and marketing. We are grateful to Graymont for supporting our actions to equip them to create a world based on a local economy, thus strengthening the sense of belonging to their environment and perpetuating their long-term social involvement.”

— LUCIE GRENON, PRESIDENT-TREASURER, ÉCOLE-O-VILLAGE

2025 ASIA PACIFIC RECIPIENTS

Upper Taieri Wai — Upper Taieri Scroll Plains Wetland Restoration

Makareao Plant, Otago, NZ

The Upper Taieri Scroll Plain in Otago is one of the world’s most significant scroll plains and one of New Zealand’s largest freshwater wetlands. It supports rare and threatened biodiversity and provides vital water retention and flood-mitigation benefits. However, decades of land-use change, agricultural runoff, and habitat loss have severely degraded the ecosystem.

The Wilson Road Community Site — gifted by a local farming family — is transitioning from farmland to restored wetland. Over the past three years, native plants have been established, public access created, and local schools engaged. GCRF funding will support the planting of an additional 4,000 native plants, enabling volunteers to focus on maintenance while the site develops into a crucial seed source for restoration across the Upper Taieri.



“Support from the Graymont Fund has a really meaningful impact on our project. It helps us continue employing four fantastic local staff, keeps our native plant nursery thriving, and enables ongoing planting and enhancement at a community site the community deeply values. This site will also become a crucial seed source for restoring wetlands across the Upper Taieri.”

— CAITLIN DALEY, PROJECT MANAGER, UPPER TAIERI WAI

Left to right: Janine Smith, Project Executive, Tiaki Maniototo; Lyndsay O’Brien, Production Coordinator and Admin Assistant, Makareao Plant; Caitlin Daley, Project Manager, Tiaki Maniototo; Nina Winmill, Landowner; Summer Winmill; Frankie Gowing; and Raff Gowing.



Upper Taieri Scroll Plain restoration site sign.

Tiaki Maniototo project team members with landowner Nina Winmill, who has generously gifted land for community restoration supported by the Graymont Carbon Reduction Fund.

Mole Creek Progress Association — Solar Panels for Community-Owned Building

Mole Creek Plant, Tasmania, AU

The Mole Creek Progress Association (MCPA) has received funding for the supply and installation of solar panels on its community-owned building — a vital hub for locals and tourists alike. The building currently houses a café, hairdresser, and Tourist Information Centre that provides internet and computer facilities.

Installing a solar power system will reduce the building's carbon footprint and operating costs, helping ensure its long-term viability while reinforcing MCPA's commitment to climate-conscious initiatives.



Left to right: Desley McCall, President MCPA; Leon Porter, Plant Manager, Mole Creek Plant; and Karen Mathieson, Secretary MCPA.

“Receiving this funding is more than just financial support — it’s a powerful endorsement of our vision for a sustainable future. It enables us to turn our community building into a beacon of clean energy and environmental responsibility, while inspiring others to take steps to a greener tomorrow.”

— BARBARA THOMSON, PROJECT MANAGER, MOLE CREEK PROGRESS ASSOCIATION

Harden Murrumburrah Landcare Group — Stage 3 Vegetation Enhancement for Galong and Surrounds

Galong Plant, NSW, AU

For the third consecutive year, the Harden Murrumburrah Landcare Group (HMLG) has received GCRF funding to continue its vegetation enhancement work across farmland in southeastern Australia. Over the past two years, the group has planted more than 20,000 trees and shrubs on private farms in areas of critically endangered Box Gum Grassy Woodland.

Stage 3 funding will enable HMLG to plant another 10,000 trees in 2026 while expanding the project's scope to include engagement with local Aboriginal elders, expert consultation on seed sourcing and propagation, and support for new seedling nurseries—laying the groundwork for a local seed bank that will sustain restoration efforts for years to come.

“Support from the Graymont Carbon Reduction Fund provides a way for our small not-for-profit organization to plant a significant number of trees across farmland in our area for another year, as well as the opportunity to work more closely with staff from the Plant to develop a more ambitious community project where a local seed bank can be developed in the future.”

— JULIE ROBERTS, COORDINATOR, HARDEN MURRUMBURRAH LANDCARE GROUP

Left to right: Julie Roberts, Local Landcare Coordinator; Raylene Slade, Health, Safety and Environmental Specialist, Galong Plant; and Louise Hufton, Treasurer, Harden Murrumburrah Landcare Group.



2025 NORTH AMERICA RECIPIENTS

We are excited to announce the 2025 GCRF recipients from North America. Each project reflects the creativity and commitment of local organizations working toward a lower-carbon future.

Banff Public Library

The Banff Public Library will purchase an electric cargo bike to deliver library programs, materials, and community resources to schools, seniors, and community groups. The project replaces short vehicle trips with low-carbon transportation while increasing accessibility for residents with limited mobility.

Canmore Folk Festival Music Society

Building on a successful pilot that diverted thousands of single-use cups, the Canmore Folk Festival will implement a full-site reusable dish and cup program, eliminating single-use foodware and significantly reducing the festival's carbon footprint.

CAPSA

CAPSA, a watershed management organization in Portneuf, Quebec, will plant large-format, seed-bearing trees along riparian buffers of the Niagarette River. These trees will improve biodiversity in agricultural areas and serve as long-term seed producers for the gradual, natural regeneration of the riparian zone.


Calliope Football Club — Solar Panel Repair and Upgrade

Calliope Plant, Queensland, AU

The Calliope Football Club is replacing and upgrading its solar panels to reduce both its carbon footprint and operating costs. The project involves removing two broken panels and installing 16 new ones to maximise the capacity of the current inverter — work that will also support a local small business in the community.

“The support received from Graymont means that our club can help meet our sustainability goals whilst investing in the future of our club. With this funding — our club can continue to grow responsibly, support the local community, reduce our environmental impact, and be a role model for the future.”

— LOUISA DOIG, PROJECT MANAGER, CALLIOPE FOOTBALL CLUB

A photograph showing three people standing in front of a large, light-colored building with a gabled roof. The person on the left is a man in a blue shirt and dark pants. The person in the middle is a woman in a purple polo shirt and pink pants. The person on the right is a man in a dark blue polo shirt and dark shorts. They are all smiling and looking towards the camera. The background shows a clear sky and some greenery.

Left to right: Simon Havis, Plant Manager, Calliope; Louisa Doig, Project Manager, Calliope Football Club; and Keith Chalmers, Electrician and Solar Panel Installer.



Above: The Binalong Community Club Golf Course.

On right: Left to right: Will Grogan, President, The Binalong Community Club; Wayne Trenning; Plant Manager; and Duncan Burleigh, Golf Secretary, The Binalong Community Club.



The Binalong Community Club – Solar Panel Installation

Galong Plant, NSW, AU

The Binalong Community Club will install solar panels on its clubhouse roof to offset the energy demands of running refrigeration, cool rooms, air conditioning, and other appliances. As a small community club, reducing electricity consumption will also reduce monthly power bills, which will help ensure ongoing viability while enabling future facility improvements.



“Having solar panels will benefit the club greatly. Relieving some of this pressure will enable us to continue to service the community and even enable us to further improve the facilities at the club to provide an even better hub for other community groups to enjoy. It is also an opportunity for the club to set a great example within the community by reducing our carbon footprint.”

— WILL GROGAN, PRESIDENT, THE BINALONG COMMUNITY CLUB

EMPOWERING LOCAL SOLUTIONS FOR LONG-TERM IMPACT

Together, these projects illustrate the power of community-led action in advancing a lower-carbon future. Whether restoring ecosystems, expanding renewable energy, or providing accessible pathways to sustainable transportation, each initiative reflects a shared commitment to environmental responsibility. The growing diversity of projects underscores Graymont’s ongoing commitment to supporting our communities across the regions where we operate.

2025 NORTH AMERICA RECIPIENTS (CONTINUED)

Mequon Nature Preserve

A returning GCRF recipient, Mequon Nature Preserve will plant 3,500 native trees and shrubs to restore forest habitat on its 510-acre preserve in southeast Wisconsin. The project builds on previous restoration work and focuses on strengthening woodland edges to increase plant diversity and forest resilience.

Ralph Connor Memorial United Church

Following a successful rooftop solar installation at its Canmore church in 2021, Ralph Connor Memorial United Church will install solar panels on its historic Rundle Memorial Church in Banff, a community space that has served as a church, playschool, and thrift shop since 1923.

COMMUNITY RELATIONS: BUILDING CONNECTIONS THAT LAST

For more than 75 years, Graymont's success has been inseparable from the well-being of the communities where we operate. This commitment has guided our approach across generations — from the earliest days of our operations to today.

The following highlights several of our community relations initiatives from 2025, reflecting the diverse ways Graymont and our employees engage with the communities across the globe that we call home. Whether working alongside conservation groups to protect local ecosystems, rallying behind community teams, standing with first responders, or creating opportunities for young people, these efforts illustrate how meaningful engagement strengthens both our communities and our operations.

Fountain at award-winning Bedford Heritage Park.
Photo credit: lemay.



Top: Community Eid celebration — Kemaman Plant.



Center: Tree planting with Attunga Public School students — Attunga Plant.



Bottom: Riverbank tree planting — Rio Tuba Plant.



Maison
de
Lime Ridge

Clearwater Conservancy
Watershed Cleanup Day —
Pleasant Gap Plant.



WORKING TOGETHER FOR THE ENVIRONMENT

Environmental care is a shared responsibility. Across our operations, employees work alongside community members, conservation groups, and local organizations to protect and restore the ecosystems surrounding our facilities. Through tree planting, habitat restoration, wildlife monitoring, and community cleanups, our teams contribute to healthier landscapes while strengthening relationships with our neighbours.

In New South Wales, Australia, our **Attunga Plant** invited students from Attunga Public School to participate in a tree planting day in the site's newest rehabilitation area. Over 30 students planted native species in a location visible from their daily school bus route. The school was so impressed that they permitted students to wear their Graymont hi-vis bucket hats as part of their uniform.

Graymont's **Rio Tuba Plant** in Palawan, Philippines, participated in the province-wide 3rd Synchronized Tree Planting Activities, partnering with Barangay Taratak to protect the river from erosion and flooding. Graymont employees, contractors, and community members planted bamboo and agoho seedlings along the waterway. In a separate initiative, the plant donated seedlings to three elementary schools — Taratak, Barangkas, and Sarong — supporting school tree planting programs.

For over a decade, the **Pleasant Gap Plant**, Pennsylvania, US, has participated in the Clearwater Conservancy's annual Watershed Cleanup Day. In April 2025, employees volunteered 32 hours to collect litter and debris from Logan Branch Creek which runs through a community near the plant.

Each year, the **Indian Creek Plant**, Montana, US, maintains a highway section near the plant through Montana's Adopt-A-Highway program, while the **Green Bay Plant**, Wisconsin, US, partnered with the Fox Wolf Watershed Alliance to clean up Leicht Park, a popular location for the community.

In Alberta, CA, the **Exshaw Plant** continued environmental partnerships with government agencies, maintaining collaboration with Alberta Agriculture and Forestry on the Mountain Pine Beetle Eradication Project and supporting Alberta Parks' Kananaskis Trails Wildlife Monitoring Program, which uses over 200 cameras and 75 trail counters. The plant also partnered with the Biosphere Institute's WildSmart program to provide bear awareness training.

In Manitoba, CA, the **Faulkner Plant** supported environmental education by sponsoring town cleanup initiatives with three local schools — Alf Cuthbert School, Gypsumville School, and Ashern Early Years School — engaging students in hands-on community stewardship and proper waste disposal practices. These highlighted initiatives represent only a portion of Graymont's environmental partnerships across our global operations.

Bear awareness training — Exshaw Plant.

Plant a Tree Day with
Attunga Public School —
Attunga Plant.



CELEBRATING COMMUNITY THROUGH SPORT

Sports bring people together — and in many of the communities where we operate, athletic programs like youth hockey and local rodeos are central to local identity. Our employees are part of this tradition, coaching teams, volunteering at events, and cheering from the stands. By sponsoring local sports organizations, we support the physical and social well-being of these communities.

In Victoria, Australia, our **Traralgon Plant** partnered with the Traralgon Olympians Soccer Club to support the club's remarkable growth. Junior participation has increased by over 200% in the past two seasons, creating a need for additional equipment. Graymont's contribution helped purchase goals and balls to accommodate the surge in young players. The club now proudly displays the Graymont logo on senior playing shirts and portable goals.

The **Calliope Plant** in Queensland, Australia, continued its sponsorship of the Graymont Calliope Gold Goblet Campdraft, a beloved rural sporting event that brings the local farming community together to watch some of the region's best horsemen compete. At the conclusion of the 2025 event, the association donated \$5,000 to the Calliope Kindergarten, demonstrating how the campdraft serves as both a celebration of agricultural tradition and a fundraising vehicle for community services.

In Wisconsin, US, the **Eden Plant** supported multiple youth sports leagues, sponsoring Crush Fastpitch softball, Holyland Legends, and Holyland Blaze programs.

In Ohio, US, the **Genoa Plant** supported the Greater Toledo Challenger Baseball program, which provides children with disabilities the opportunity to play in an inclusive, supportive environment.

Long-standing sports sponsorships continued throughout 2025. In Alberta, CA, the **Exshaw Plant** maintained support for the Canmore Eagles junior hockey team and Cochrane Lions Atom Football

program. In Manitoba, CA, the **Faulkner Plant** supported numerous initiatives including Lundar Falcons Jr Hockey, the Ashern Rodeo, and snowmobile trail maintenance, ensuring community members have safe recreational trails during winter months.

From rodeos in Australia to hockey tournaments in Manitoba, baseball programs in Ohio to golf course maintenance in rural communities, our plants supported dozens of athletic programs that keep communities active and connected.

Sponsored equipment for the Traralgon Olympians Soccer Club — Traralgon Plant.



Graymont-sponsored Calliope Gold Goblet Campdraft — Calliope Plant.



Support for Lakeside Sno-Drifters trail maintenance — Faulkner Plant.





Community Stampede Breakfast — Exshaw Plant.



Materials supporting the development of the Steep Rock walking trail — Faulkner Plant.

SUPPORTING NEIGHBOURS THROUGH CHALLENGES

Strong communities rally together in times of need. Food security, veteran support, and community gatherings that bring neighbours together are essential to the social fabric of the places where we live and work. Our employees understand that being a good neighbour means showing up — whether that’s supporting local food banks, honouring those who served, or hosting events that strengthen community bonds. These efforts reflect our belief that small acts of support can make a meaningful difference in people’s lives.

In Alberta, CA, the **Exshaw Plant** hosted its annual Community Stampede Breakfast, serving approximately 300 community members in partnership with Francis Cooke Landfill, Exshaw Legion Branch 179, and the Exshaw Community Association. In November, Exshaw supported the inaugural Bow Valley Veterans Dinner, creating an opportunity for retired and active service members to strengthen the connection between service members of all ages through the efforts of the Royal Canadian Legion. Throughout the year, the **Exshaw Plant** also organized food and financial donations for the Bow Valley Food Bank and the Îyahrhe Nakoda Food Bank, with employees volunteering to collect, purchase, and deliver food items.

In Wisconsin, US, the **Green Bay Plant** served as a collection point for the House of Hope Diaper Drive, collecting diapers and serving as a bronze sponsor to support young parents experiencing homelessness. In Victoria, Australia, the **Caroline Plant** supported the Nelson Women’s Shed Biggest Morning Tea fundraiser in the small town of Nelson, where community events are vital to combating social isolation.

Community celebrations and cultural traditions also play a vital role in bringing neighbours together and strengthening social bonds. In Southeast Asia, Graymont plants celebrated important cultural festivals with local communities.

The **Tinjau Makmur Quarry** in Malaysia partnered with the FGV Bukit Sagu 4 village community to celebrate Eid al-Fitr, hosting festival food and sporting events, while the **Kemaman Plant** in Malaysia organized a Hari Raya Aidilfitri celebration, providing lunch for neighbouring factory employees and village residents.

Our teams also showed up for their neighbours through local traditions and everyday initiatives, including pancake breakfasts supporting community arenas, heritage museum fundraisers, and teacher appreciation efforts.



Support for the House of Hope Diaper Drive — Green Bay Plant.

STANDING WITH THOSE WHO SAVE LIVES

First responders and healthcare professionals are the backbone of community safety and well-being. From volunteer firefighters and emergency medical services to hospitals and rescue operations, these dedicated individuals protect and care for our communities every day. Our employees actively support these vital services through volunteer work and fundraising participation. By contributing to emergency response equipment, healthcare facilities, and fundraising events, we stand alongside those who stand ready to help when it matters most.

In New South Wales, Australia, our **Attunga Plant** continued its partnership with the Westpac Rescue Helicopter Service Northern NSW through the annual charity golf day. Despite challenging weather, the fundraiser proceeded successfully with participants walking the course. The **Riverton Plant** sponsored the Tenterfield Westpac Charity Golf Day, supporting the vital air ambulance service serving rural townships with limited medical resources.

In Palawan, Philippines, our **Rio Tuba Plant** responded after a typhoon submerged communities across Southern Palawan. Working with the Local Government to identify the hardest-hit areas, the plant donated food and water to families in Barangay Ipilan. Graymont employees volunteered to distribute supplies to residents.

In Montana, US, the **Indian Creek Plant** donated an automated external defibrillator to the American Legion in Townsend. Plant Manager Paul Liner presented the AED to Dave Corner, who retired from Indian Creek after 35 years of service. In Manitoba, CA, the **Faulkner Plant** purchased a ConMed Hyfreator 2000 for Dr. W.G. Roets' clinic, enabling patients to receive dermatological procedures locally rather than travelling to Winnipeg and waiting for months to see specialists.

The **Exshaw Plant** in Alberta, CA, donated a vehicle to Municipal District of Bighorn Emergency Services for firefighter training and maintained its sponsorship of the Canmore Hospital Golf Tournament, supporting the foundation since 2004.

The **Eden Plant** in Wisconsin, US, purchased a Rescue Randy training dummy for first responders, supporting hands-on emergency response training. These are just a few examples of how our sites across the globe contributed to emergency services, health fundraisers, and medical equipment needs, ensuring those who protect our communities have the resources they need.

Westpac Rescue Helicopter Service support — Attunga Plant.



Typhoon relief supplies distribution — Rio Tuba Plant.



CLINIC

Medical equipment donated by Graymont — Faulkner Plant.



Broadwater County 4-H
Auction support by Graymont
— Indian Creek Plant.

GROWING OPPORTUNITIES FOR YOUTH

Graymont's commitment to youth programs supports healthy, resilient communities across generations. By contributing to early learning, outdoor education, and recreational opportunities, we help equip young people with the confidence, curiosity, and support they need to succeed. These initiatives reinforce our long-term partnership with the communities where we live and work.

In Manitoba, CA, the **Faulkner Plant** supported the Ashern Daycare Co-Op's expansion, adding 20 much-needed childcare spaces.

The **Eden Plant** in Wisconsin, US, demonstrated strong commitment to youth development through multiple initiatives. The plant organized a school supply drive providing materials to four local schools and sponsored several youth fishing events, including the Kids Fisheries tournament with 160 young participants, the Foot of the Lake Fishing Club outing, and the Firemen's Picnic kids fishing stand where every child received a prize.

In Montana, US, the **Indian Creek Plant** supported the Broadwater County 4-H Auction, purchasing livestock raised by local children. The 4-H program helps children in the community develop agricultural skills through hands-on projects, and purchasing their livestock at auction supports their efforts.

In Alberta, CA, the **Exshaw Plant** maintained its commitment to the Canadian Rockies Public School (CRPS) Exshaw School Outdoor Education Program, providing outdoor gear for students, and continued supporting the Bighorn Library, a partnership dating back to 1998. In Manitoba, CA, the **Faulkner Plant** sponsored awards for youth cattle competitions at the Lunder Fair, where children gain farming experience and knowledge by raising and showing livestock, and provided scholarships to graduating students.

In South Australia, the **Tantanoola Plant** sponsored Story Dogs Mount Gambier, helping children with literacy learning deficits. Investments in youth development ranged from library resources to outdoor education programs, creating opportunities for learning, curiosity, and long-term growth across our communities.



Firemen's Picnic, kids fishing stand prizes sponsored by Graymont — Eden Plant.



CREATING SPACES FOR EVERYONE

Parks, trails, recreational facilities, and community gathering spaces are the heart of thriving communities. These shared spaces provide opportunities for physical activity, social connection, and appreciation of the natural environment. Graymont supports access to these spaces through trail development, facility improvements, and infrastructure projects that help communities recreate, celebrate, and come together.

In Queensland, Australia, the **Calliope Plant** hosted a Community Open Day that welcomed approximately 250 community members to tour the site. The event featured mining equipment displays, controlled bus tours through the pit, supplier booths, a children's area with toy diggers and jumping castle, and the local fire brigade showcasing their trucks. Many attendees didn't realize the site had been operating in Calliope for over 50 years.

In New Zealand, the **Oparure Plant** organized a Spellbound Cave Tour and BBQ as a family day. The event came about through a partnership where Graymont supplied crushed limestone to improve the access road to Spellbound Caves. The knowledgeable guides shared entertaining stories, and one memorable moment was feeding native short-fin eels.

Graymont's **Saint-Marc-des-Carrières facility** located in Quebec, CA participated in the first Limestone Festival, showcasing the region's limestone heritage, while the **Marbleton Plant** supported the inauguration of new mountain bike trails at Lime Ridge, the first of their kind in the Municipality of Dudswell.

In Manitoba, CA, the **Faulkner Plant** sponsored the Steep Rock Community Club Fish Derby, an annual fundraiser supporting community infrastructure. The plant also provided materials to develop a walking trail from the beach to town, eliminating the need for community members to walk along busy traffic areas. (See image, page 59.)

In Alberta, CA, the **Exshaw Plant** donated to Ski for the Light Canada, which provides inclusive skiing experiences for people who are blind or visually impaired, and supported the Canmore Area Trails Strategy and the Association canadienne-française de l'Alberta (ACFA) Equinox Run. In Wisconsin, US, the **Eden Plant** donated screenings for new basketball and pickleball courts, contributed to baseball diamond renovations, and supported a new dog kennel facility for animal rescue. In Montana, US, the Indian Creek Plant continued supporting Townsend Fall Fest.

Across North America and Asia Pacific, Graymont plants contributed to trail development, facility upgrades, and shared community spaces. Together, these efforts reflect our ongoing commitment to strengthening the communities where we operate.

Open Day — community members explore site operations, equipment, and safety initiatives at the Calliope Plant.





Spellbound Cave Tour — Oparure Plant.



Steep Rock Community Club Fish Derby — Faulkner Plant.



Historic monument in its new home — Graymont's Havelock Plant.



Mountain bike trail inauguration at Lime Ridge — Marbleton Plant.



Sponsored the inaugural Limestone Festival — Saint-Marc-des-Carières Plant.

Sustainability and Performance Data

Following are three tables presenting Graymont's Key Performance Indicators (KPIs) related to social, environmental, and economic performance. Current and historical data is provided for the years 2021 through 2025 and includes references to the year 2004, which has been established as the baseline.

A limited assurance report was prepared for our sustainability-linked credit facilities covering the following key performance indicators: Scope 1 direct GHG emissions from combustion, Scope 2 indirect GHG emissions from purchased electricity, and the Graymont Severity Rate.



SOCIAL PERFORMANCE DATA

KPI		2025	2024	2023	2022	2021	NOTES
Number of full-time permanent employees	Australia	251	269	273	265	251	As of December 31 of each year.
	Canada	515	461	450	493	493	
	New Zealand	69	75	78	75	71	
	Southeast Asia	243	182	171	152	153	
	United States	676	653	613	623	612	
	Total	1,754	1,640	1,585	1,608	1,580	
Voluntary turnover rate	Total	7.10%	8.10%	8.90%	11.90%	10.80%	Includes employees who retired.
Composition of Graymont Limited Board of Directors and Officers	Directors	10M 2F	10M 2F	9M 2F	9M 2F	9M 2F	M - male, F - female
	Officers	11M 2F	11M 2F	11M 2F	10M 1F	9M 2F	
Graymont Reportable Incident Rate	Total	2.22	1.74*	2.06	1.92	1.90	Number of incidents that result in medical treatment, lost work days or restricted work days per 200,000 exposure hours. *Previous year's rate revised to reflect updated incident data.
Graymont Lost Time Incident Rate	Total	1.11	0.60*	1.15	0.87	1.01	Number of incidents that result in lost work days per 200,000 exposure hours. *Previous year rate revised to reflect updated incident data.
Graymont Severity Rate	Total	19.97	57.14*	52.91	19.03	26.23	*Previous year's rate revised to reflect updated incident data.
Fatalities	Total	0	0	0	0	0	
Monetary fines for safety non-compliance	Total	\$102.6	\$124.2	\$62.1*	\$64.7*	\$44.7	Thousand CAD *Previous year's values revised to reflect corrected data.
Number of days lost to strikes	Total	0	0	0	0	0	
Employees covered by retirement program and benefits plan	Total	100%	100%	100%	100%	100%	Graymont-sponsored or country-specific.
Employees covered by assistance program	Total	100%	100%	100%	100%	100%	
Community Investments	Australia	\$192	\$250	\$125	\$66	\$69	Thousand AUD
	Canada	\$632	\$297	\$609	\$837	\$635	Thousand CAD
	New Zealand	\$53	\$20	\$53	\$12	\$7	Thousand NZD
	Southeast Asia	\$179	\$208	\$140	\$124	\$109	Thousand CAD
	United States	\$409	\$318*	\$391	\$278	\$247	Thousand USD
	Total	\$1,600	\$1,184*	\$1,433	\$1,392	\$1,125	Thousand CAD Total dollars (reflect country-specific values converted to CAD). Previous year's values revised to reflect corrected data.

ENVIRONMENTAL PERFORMANCE DATA

KPI		2025	2024	2023	2022	2021	NOTES
Energy use intensity	Total	6.47	6.41	6.56	6.33	6.12	Gigajoules per tonne of lime produced.
Direct greenhouse gas emissions	Australia	0.23	0.23	0.27	0.28	0.26	Million tonnes CO ₂ e. Lime production only. <i>*Previous year's values revised to reflect final data.</i>
	Canada	0.82	0.86*	0.82*	0.95	0.94	
	New Zealand	0.12	0.12	0.15	0.16	0.16	
	Southeast Asia	0.26	0.26	0.26	0.26	0.27	
	United States	3.44	3.51*	3.71*	3.67	3.83	
	Total	4.86	4.98*	5.20*	5.32	5.46	
Indirect greenhouse gas emissions	Total	0.12	0.12	0.13	0.13	0.14	Million tonnes CO ₂ e. Lime production only.
Production carbon intensity	Total	1.25	1.26	1.29	1.28	1.27	Tonnes CO ₂ e per tonne of lime produced. Lime production only. (2004 intensity = 1.43)
NO_x emissions intensity	Total	1.42	1.42*	1.39*	1.36	1.26	Kilograms per tonne of lime produced. Lime production only. <i>*Previous year value revised to reflect final data.</i>
SO_x emissions intensity	Total	0.23	0.23	0.26*	0.26	0.22	Kilograms per tonne of lime produced. Lime production only. <i>*Previous year value revised to reflect final data.</i>
Monetary fines for environmental non-compliance	Total	\$5.6	\$3.7*	\$43.8	\$3.4	\$121.4	Thousand CAD <i>*Previous year value revised to reflect corrected data.</i>
Emission exceedance events	Total	27	75*	51	47	84	Number of exceedance events. An exceedance event can involve an exceedance for a period as short as six minutes. <i>*Previous year value revised to reflect final data.</i>
Spills	Total	60	34	42	45	35	Number of spill events. Includes spills as small as 0.5 Liters.
Deviations	Total	46	51	50	50	64	Number of deviations.
Complaints	Total	8	26	17	19	25	Number of complaints.
Total cumulative land area disturbed	Total	3,358	3,184	3,150	3,113	3,046	Hectares Includes plant sites, quarries, and pits.
Land area reclaimed	Total	6	6	5	7*	6	Hectares Includes plant sites, quarries, and pits. <i>*Previous year value revised to reflect corrected data.</i>
Partially calcined by-products sold (LKD)	Total	341	409	449	481	360	Thousand tonnes

ECONOMIC PERFORMANCE DATA

KPI		2025	2024	2023	2022	2021	NOTES
Lime sales volumes	Total	4.0	4.1*	4.2*	4.4*	4.5*	Million tonnes of quicklime equivalent. *Previous year's values revised to reflect corrected data.
Employee remuneration (includes wages, salaries, and health and retirement benefits)	Total	\$281	\$271*	\$240	\$219	\$216	Million CAD *Previous year value revised to reflect corrected data.
Financial assistance received from governments	Total	\$4,976	\$2,393*	\$1,410	\$1,323	\$793	Thousand CAD *Previous year value revised to reflect corrected data.
Expenditures on research and development	Total	\$4,238	\$1,964*	\$2,497	\$2,822	\$814	Thousand CAD *Previous year value revised to reflect corrected data.

Graymont in North America



LEGEND

- ▼ Regional Offices
- ▼ Corporate Offices
- ▼ Limestone Operations
- ▼ Lime
- Where Graymont Operates

Graymont's North American operations (22 plants) are focused on the production of high-calcium and dolomitic lime, pulverized limestone, hydrated lime, and value-added calcium-based solutions. The Company also operates rail-to-truck trans-load terminals that extend the geographic market reach of several plants.

Graymont in Asia-Pacific



LEGEND

- ▼ Regional Offices
- ▼ Other Offices
- ▼ Limestone Operations
- ▼ Lime
- Where Graymont Operates

Graymont's Asia-Pacific operations (23 plants) supply quality calcium-based solutions primarily to the agricultural, animal health, and industrial markets in the region.

Glossary and Abbreviations

4-H – United States’ largest youth development organization — empowering young people with the skills to go beyond the expected.

Australian Dollar (AUD) – The official currency of Australia.

Canadian Dollar (CAD) – The official currency of Canada.

Carbon Dioxide (CO₂) – A greenhouse gas produced by combustion and industrial processes, contributing to climate change.

CO₂e (Carbon Dioxide Equivalent) – A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential (GWP).

Contractor Reportable Incident (CRI) – An incident has occurred, with a contractor who is directly supervised by Graymont, that has resulted in an injury or illness that required medical care beyond first aid, lost and/or restricted workdays, and/or transfer to a different job.

Employee Assistance Program (EAP) – A confidential support service for employees facing personal or work-related challenges.

Emission Exceedance Event – An event where emissions exceed an environmental permit limit or internal standard for a prescribed duration of time. Prescribed durations of time can be as short as six minutes.

Environmental, Social, and Governance (ESG) – Frameworks for evaluating corporate sustainability and ethical impact.

Good Catch – A situation including a potential hazard that has been identified for resolution prior to causing injury to a worker.

GRAYBOND™ – A customizable, lower-carbon, calcium-based binder developed by Graymont that can effectively replace a portion of traditional cement, reducing the associated CO₂ emissions.

Graymont Lost Time Incident Rate (GLTIR) – A metric measuring lost-time injuries per 200,000 work hours.

Graymont Reportable Incident (GRI) – A workplace safety event requiring medical treatment beyond first aid.

Graymont Reportable Incident Rate (GRIR) – An incident that results in an injured worker requiring medical treatment beyond first aid; an injured worker being unable to report for their next work shift; or an injured worker being restricted in their work duties.

Graymont Severity Rate (GSR) – A metric based on the sum of lost workdays times two, plus the number of restricted workdays over a given period of time. The total is then divided by the number of Graymont Reportable Incidents.

Greenhouse Gas Emissions (GHG) – In Graymont’s case these include carbon dioxide, methane, and nitrous oxides.

Health, Safety, and Environmental (HSE) – Describes activities and processes used to enhance the health, safety, and environmental performance of the Company.

Health and Safety (H&S) – Describes the framework for workplace well-being and risk prevention.

Health, Safety, and Environmental Management System (HSEMS) – Graymont’s response to workplace HSE risks, hazards, and incidents in a systematic manner across the whole of Graymont. The HSEMS applies to every employee, contractor, and visitor, at every workplace, always.

Lost Time Incident (LTI) – An incident that results in an injured worker being unable to report for their next work shift.

Lost Time Incident Rate (LTIR) – number of LTIs per 200,000 exposure hours.

Maximum Achievable Control Technology (MACT) Standards – Performance criteria established by the US Environmental Protection Agency requiring compliance with more stringent emissions limits.

Metric Tonne (Tonne) – A unit of mass equal to 1,000 kilograms.

National Lime Association (NLA) – An industry group representing lime producers.

Near Miss – An incident that resulted in no harm to a worker.

New Zealand Dollar (NZD) – The official currency of New Zealand.

Oxides of Nitrogen (NO_x) – Oxides of nitrogen, which are a by-product of combustion.

Oxides of Sulphur (SO_x) – A by-product of combustion.

Petajoules (PJ) – A unit of energy equal to 10¹⁵ joules.

The Company – Graymont Limited and its subsidiaries. Graymont holds an equity interest in Grupo Calidra; however, this report does not include data or information related to Grupo Calidra.

Tracking Safety Interactions (TSI) – Safety interactions are discussions between one or more employees or contractors about safety-related topics. They can be planned behaviours observations or impromptu discussions. Interactions are coded as opportunities for improvement, discussions, or positive and they can be peer-to-peer, subordinate-to-superior, or superior-to-subordinate.

United States Dollar (USD) – The official currency of the United States.

FORWARD-LOOKING STATEMENTS

Prospective Information

This report contains some information that is prospective in nature and which may be affected by known or unknown risks and uncertainties.

There can be no assurance that any of this information, in particular statements regarding forecasts and projections, will prove to be accurate.

Actual results and future events could be materially different from those reflected in this report.

CONTACT US

At Graymont, we regard our commitment to achieving all-around world-class performance as a journey — not a destination. As we strive for continuous improvement in crucial areas such as environmental stewardship, workplace health and safety and stakeholder relations, we welcome your comments and feedback.

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